CapitaLand Integrated Commercial Trust

Annual Report 2021

CapitaLand Integrated Commercial Trust

CapitaLand Integrated Commercial Trust (CICT) is the first and largest real estate investment trust (REIT) listed on Singapore Exchange Securities Trading Limited (SGX-ST) with a market capitalisation of S$13.5 billion as at 31 December 2021. It made its debut on SGX-ST as CapitaLand Mall Trust (CMT) in July 2002 and was renamed CICT in November 2020 following the merger with CapitaLand Commercial Trust (CCT).

CICT owns and invests in quality income-producing assets primarily used for commercial (including retail and/or office) purpose, located predominantly in Singapore. As the largest proxy for Singapore commercial real estate, CICT's portfolio comprises 21 properties in Singapore and two in Frankfurt, Germany, with a total property value of S$22.5 billion as at 31 December 2021.

CICT is managed by CapitaLand Integrated Commercial Trust Management Limited, a wholly owned subsidiary of CapitaLand Investment Limited (CLI), a leading global real estate investment manager with a strong Asia foothold.

Our cover page features the letters "C" and "O" intersecting to form an interlocked design, where the "C" stands for CapitaLand and the "O" stands for ONE. Together, they represent the ONE CapitaLand ecosystem, and symbolise how the respective REITs, business trusts and businesses that are part of our CapitaLand Investment Group benefit from cross-platform synergies and complementary strengths; and are united and committed to the same shared purpose of Enriching Lives, Building Communities and Growing Sustainably.

Contents

About the Report

CICT Annual Report 2021 has been prepared in accordance with the International Integrated Reporting Council (IIRC) Framework and the Global Reporting Initiative (GRI) Standards: Core option. The report also references the United Nations (UN) Sustainable Development Goals and the Manager is taking steps to integrate the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD) in its reporting. CICT welcomes stakeholders to send comments concerning our disclosures to ask-us@cict.com.sg. A copy of CICT's integrated report can also be downloaded from www.cict com.sg.

Any discrepancies in the table and charts between the listed figures and totals thereof are due to rounding. Where applicable, figures and percentages are rounded to one decimal place. All necessary safe management measures were adhered to during photography and videography sessions conducted for the purpose of the Annual Report and Annual General Meeting, in accordance with guidelines issued by the relevant authorities.

Forging ahead together amidst uncertain times, we remain anchored in sound fundamentals that will continue to secure positive outcomes and create value for our stakeholders.

At CICT, we work together as one to navigate through challenges and effectively pave the way forward. Building on our collective experiences and expertise enables us to value-add to existing assets and seize new opportunities to grow our portfolio. These strategies ensure that we stay resilient in the dynamic global economy, which will in turn generate sustainable returns to all stakeholders.

Raffles City Singapore

Mission

To deliver stable distributions and sustainable total returns to Unitholders

Vision

To be globally recognised as the premier commercial REIT and the largest proxy for Singapore's commercial real estate

Purpose

Creating inspiring work-play environments and delightful experiences anchored by a strong ESG commitment

Values

Winning Mindset
Integrity
Respect
Enterprising

Bedok Mall

We Are

- Committed to generate stable distributions and sustainable returns to unitholders

- Underpinned by a well-diversified quality portfolio in strategic locations that offers resilience and stability through market cycles

- The largest proxy for Singapore's commercial real estate market with proven track record

CapitaGreen

- Able to tap on opportunities in Singapore and other developed markets to drive performance and growth

- Backed by a strong sponsor with highly experienced fund and property management teams

Mapping Our Presence

Our portfolio spans retail, office and integrated development segments, spread across Singapore and Germany. With 23 properties valued at S$22.5 billion as at 31 December 2021, we remain guided by our active portfolio management and reconstitution strategies to drive sustainable growth and diversify income sources. Through proactive asset management and enhancement initiatives, accretive acquisitions and recycling capital to higher yielding assets, we will continue to build on our strengths to stay on track in capturing growth opportunities to future-proof CICT.

NUMBER OF PROPERTIES

23

NUMBER OF TENANTS

3,058

PORTFOLIO NLA (100% BASIS)

10.6 MILLION SQ FT

NUMBER OF MALLS

11

NUMBER OF OFFICES

7

NUMBER OF INTEGRATED DEVELOPMENTS

5

PORTFOLIO PROPERTY VALUE

S$22.5 BILLION

PORTFOLIO PROPERTY VALUE BY GEOGRAPHY (%)

96% Singapore

4% Germany

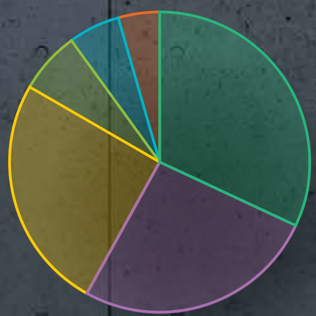
PORTFOLIO PROPERTY VALUE BY ASSET CLASS (%)

32.9% Retail

36.8% Office

30.3% Integrated Development

DIVERSIFIED REVENUE STREAMS PROVIDE STABILITY



S$1,305.1 MILLION[1]

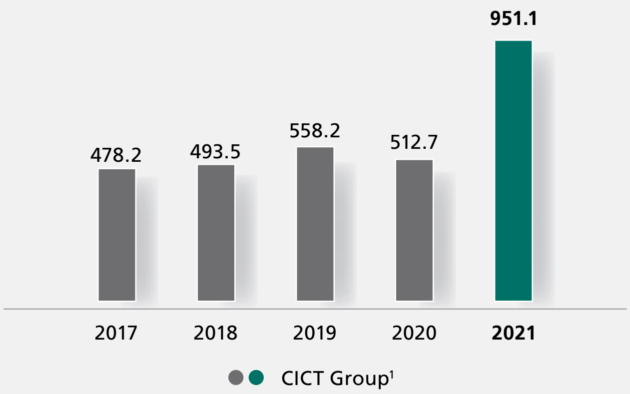
Singapore Suburban Retail	32.2%
Singapore Downtown Retail	26.0%
Singapore CBD Office	25.4%
Singapore Office [2]	6.4%
Singapore Hotel & Convention Centre	5.7%
Germany Office	4.3%

1 Based on FY 2021 gross revenue and excludes joint ventures.
2 Comprises office revenue contribution from Funan, Raffles City Singapore and The Atrium@Orchard.

Financial Highlights

GROSS REVENUE
(S$ million)

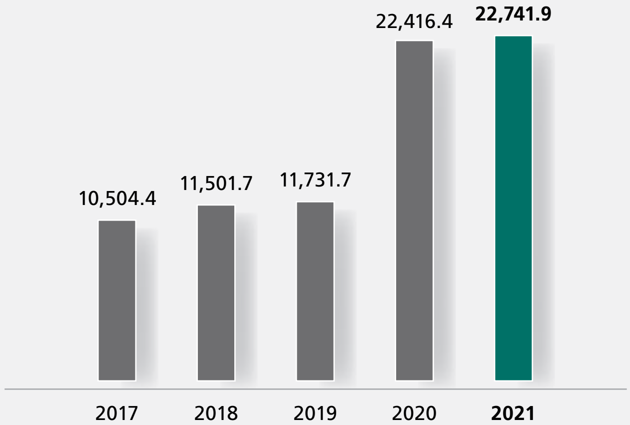
NET PROPERTY INCOME
(S$ million)



1 CICT Group refers to CICT and its subsidiaries. On 21 October 2020, CapitaLand Mall Trust (CMT) and CapitaLand Commercial Trust (CCT) were merged by way of a trust scheme of arrangement with the merged entity renamed CapitaLand Integrated Commercial Trust (CICT) on 3 November 2020.

DISTRIBUTABLE INCOME
(S$ million)

TOTAL ASSETS
(S$ million)



Financial Highlights

GROUP For the Financial Year	2017	2018	2019	2020[1]	2021
Selected Statement of Total Return and Distribution Data (S$ million)					
Gross Rental Income	629.4	639.2	722.4	697.6	**1,233.3**
Car Park Income	19.9	20.2	19.8	17.7	**27.7**
Other Income	33.1	38.1	44.5	29.9	**44.1**
Gross Revenue	**682.4**	**697.5**	**786.7**	**745.2**	**1,305.1**
Net Property Income	478.2	493.5	558.2	512.7	**951.1**
Distributable income	395.8	410.7	441.6	369.4	**674.7**
Selected Statement of Financial Position Data (S$ million)					
Total Assets	10,504.4	11,501.7	11,731.7	22,416.4	**22,741.9**
Total Borrowings[2]	3,192.1	3,638.0	3,547.0	8,632.0	**8,119.0**
Net Asset Value Per Unit[3] (S$)	1.92	2.00	2.07	2.00	**2.06**
Unitholders' Funds	6,928.0	7,429.3	7,767.2	13,037.6	**13,667.8**
Market Capitalisation	7,553.9	8,332.4	9,074.5	13,976.7	**13,481.6**
Investment Properties[4]	8,770.4	10,075.6	10,415.8	21,366.1	**21,431.1**
Key Financial Indicators					
Earnings Per Unit (cents)	18.55	18.96	18.90	8.36	**16.71**
Distribution Per Unit (cents)	11.16	11.50	11.97	8.69	**10.40**
Management Expense Ratio[5] (%)	0.7	0.7	0.7	0.6	**0.7**
% of Total Assets that are Unencumbered (%)	100.0	89.8	100.0	95.8	**96.1**
Aggregate Leverage (%)	34.2	34.2	32.9	40.6	**37.2**
Net Debt / EBITDA (times)	6.3	6.8	6.4	N.M.[6]	**9.5**
Interest Coverage (times)	4.9	5.2	4.7	3.8	**4.1**
Average Term to Maturity (years)	4.9	4.4	5.0	4.1	**3.9**
Average Cost of Debt (%)	3.2	3.1	3.2	2.8	**2.3**

1 On 21 October 2020, CMT and CCT were merged by way of a trust scheme of arrangement with the merged entity renamed CICT on 3 November 2020.
2 Includes foreign currency denominated notes which have been swapped to Singapore dollars at their respective swapped rates and fixed rate foreign currency bank loans.
3 Excludes the distribution to be paid for the last quarter of the respective financial years except for 2018, 2020 and 2021 which exclude the distribution for the period from 8 November 2018 to 31 December 2018, 21 October 2020 to 31 December 2020 and 16 December 2021 to 31 December 2021 respectively.
4 Includes carrying amount of lease liabilities under Financial Reporting Standard (FRS) 116 Leases from 31 December 2019 onwards.
5 Refers to the expenses excluding property expenses and finance costs but including performance component of management fees, expressed as a percentage of weighted average net assets.
6 N.M.: Not meaningful for information as at 31 December 2020 as net debt includes CCT's and RCS Trust's borrowings but the incremental EBITDA from the acquired entities after the merger is only from 21 October 2020 to 31 December 2020.

Environment

Aligned with CapitaLand's science-based targets for a "well-below 2 degree celsius" scenario and transit to a low-carbon business.

Properties with Green Rating
100%

Carbon Intensity Reduction from Base Year 2008
50.3%

Water Intensity Reduction from Base Year 2008
40.9%

Renewable Energy
1,700m² of solar panels at four properties

Recycled Water
40.2% of the total water consumption

Recycled Waste
11.0% of waste collection

E-Waste Collection
8.1 tonnes

Rating
GRESB 5-star rated and 'A' for public disclosure

Social

Total Volunteer Hours
More than 1,660

Total EHS-related Training Hours
1,640

Number of Community Progammes Held
10

~98%
Term contractors with minimally bizSAFE Level 3 Certification

Annual Surveys
conducted with employees, tenants and shoppers

S$27.3 million
Rental Waivers granted to tenants affected by COVID-19

Governance

Formation of Nominating and Remuneration Committee

Female Representation on Board
37.5%

Board Independence
62.5%

Constituent of the SGX Fast Track
Recognition of listed issuers which have upheld high standards of corporate governance and maintained good compliance track record

JANUARY 2021

6th
- Announced the adoption of half-yearly financial results reporting and half-yearly distribution payment.

19th
- CapitaSpring achieved its topping-out milestone with committed occupancy of 38%.

21st
- Reported FY 2020 DPU of 8.69 cents.

22nd
- Asia Square Tower 2 renewed its BCA Green Mark Platinum certification.

23rd
- JCube conferred the Clean, Dry and Sparkling Public Toilets Award (Shopping Malls) at the 16th South West Public Health Awards by South West Community Development Council and National Environment Agency - Community Engagement and Relations Department (South West Branch).

FEBRUARY 2021

1st
- CMT MTN Pte. Ltd. issued HKD713.0 million fixed rate notes due 1 February 2033 through its unsecured S$7.0 billion Multicurrency Medium Term Note Programme (MTN Programme). The proceeds from the HKD denominated notes were swapped to S$125.0 million at 2.15% per annum.

9th
- CapitaGreen renewed its BCA Green Mark Platinum certification.

MARCH 2021

8th
- CMT MTN Pte. Ltd. issued S$460.0 million fixed rate notes due 8 March 2028 through its unsecured S$7.0 billion Multicurrency MTN Programme at 2.10% per annum.

22nd
- Six Battery Road renewed its BCA Green Mark Platinum certification.

APRIL 2021

14th
- Unitholders approved all resolutions at virtual Annual General Meeting.

28th
- Main Airport Center obtained BREEAM Good certification.

JUNE 2021

30th
- CICT recognised as an Honoured Company in the 2021 All-Asia (ex-Japan) Executive Team rankings by Institutional Investor.

JULY 2021

28th
- Reported 1H 2021 DPU of 5.18 cents.

AUGUST 2021

6th
- Announced the following management changes with effect from 26 August 2021:

  - Cessation of Ms Cindy Chew Sze Yung as Chief Financial Officer; and
  - Appointment of Ms Wong Mei Lian as Chief Financial Officer.

16th
- Announced the following Board appointments with effect from 16 August 2021:

  - Ms Jeann Low Ngiap Jong as Non-Executive Independent Director and member of the Audit Committee (AC); and
  - Mr Stephen Lim Beng Lin as Non-Executive Independent Director.

- Funan won the 2021 ULI Global Awards for Excellence by Urban Land Institute Asia Pacific.

- Bedok Mall renewed its BCA Green Mark Platinum certification.

AUGUST 2021

20th
- Bugis Junction and Bugis+ renewed their BCA Green Mark Platinum certification.

26th
- Junction 8 renewed its BCA Green Mark Gold$^{\text{PLUS}}$ certification.

OCTOBER 2021

15th
- CICT awarded GRESB 5-star rating in Asia, Diversified-Office/Retail, Listed category with a total score of 87 and 'A' for public disclosure in 2021.

22nd
- Announced the formation of the Nominating and Remuneration Committee and cessation of Mr Jonathan Yap Neng Tong as member of the AC with effect from 25 October 2021.

29th
- Announced the following changes to the Board and the AC composition with effect from 1 November 2021:

  - Retirement of Mr Lee Khai Fatt, Kyle as Non-Executive Independent Director and Chairman of the AC;
  - Retirement of Mr Ng Wai King as Non-Executive Independent Director and member of the AC; and
  - Appointment of Mrs Quek Bin Hwee as Chairman of the AC.

NOVEMBER 2021

12th
- Announced the sale of 50.0% interest in One George Street for S$640.7 million or S$2,875 per sq ft with an exit yield of 3.17% to SG OGS Pte. Ltd..

15th
- CapitaSpring achieved Temporary Occupation Permit.

DECEMBER 2021

3rd
- Announced the proposed acquisition of units in two trusts that hold 66 Goulburn Street and 100 Arthur Street in Sydney, Australia from CLA Real Estate Holdings Pte. Ltd. at an estimated aggregate purchase consideration of A$330.7 million.

8th
- Raised gross proceeds of S$250.0 million via private placement of 127.6 million units at an issue price of S$1.96 per new Unit to partially fund the proposed acquisition of 66 Goulburn Street and 100 Arthur Street.

9th
- Completed the sale of 50.0% interest in One George Street.

15th
- Announced an advanced distribution of 4.85 cents per unit for the period from 1 July 2021 to 15 December 2021, the day immediately prior to the date on which the new units were issued pursuant to the private placement.

23rd
- Announced the proposed acquisition of 50.0% interest in 101-103 Miller Street and Greenwood Plaza, North Sydney, Australia from TGA Miller Street Trust at a purchase price of A$422.0 million.

Integrated development 101-103 Miller Street and Greenwood Plaza in North Sydney, Australia

TONY TAN TEE HIEONG
CHIEF EXECUTIVE OFFICER

TEO SWEE LIAN
CHAIRMAN

Armed with strong fundamentals and a well-diversified, quality portfolio, CICT is well placed to ride the waves of recovery

Dear Unitholders

Amidst the global pandemic, Singapore's economy emerged stronger in 2021. Operationally, the COVID-19 situation remained fluid due to the government's various tightening measures. Businesses and workers were impacted by dine-in restrictions and default work-from-home arrangements spanning more than six months. However, with various government support schemes that were rolled out, businesses were able to overcome some of these operational challenges. Singapore now has one of the highest vaccination rates in the world. This, together with the Vaccinated Travel Lane (VTL) scheme[1], augurs well for reopening of the economy and again establishes Singapore as the key business and commercial hub in the Asia Pacific region.

Against this backdrop, we marked our first full reporting year as CapitaLand Integrated Commercial Trust (CICT). Following the merger of CapitaLand Mall Trust and CapitaLand Commercial Trust, we became the largest Singapore REIT with a market capitalisation of S$13.5 billion as at 31 December 2021. With retail, office and integrated development assets under one banner, we are in a better position to capitalise on opportunities through market cycles. Notwithstanding COVID-19 headwinds, we remained anchored on sound fundamentals and stayed agile and flexible in managing our assets to secure positive outcomes and value creation.

DELIVERING A POSITIVE PERFORMANCE

We upheld our commitment to sustainable returns. Buoyed by an enlarged portfolio, comprising office properties and 100% contribution from Raffles City Singapore, we achieved a credible set of results. Gross revenue rose 75.1% to S$1,305.1 million for FY 2021. Meanwhile, with our resilient portfolio and lower interest expenses, we generated a higher net property income (NPI) of S$951.1 million, up 85.5% from the previous year. Distributable income for the year rose 82.7% year-on-year to reach S$674.7 million. This resulted in a distribution per unit (DPU) of 10.40 cents, an increase of 19.7% year-on-year. The DPU yield is 5.1% based on the closing price of S$2.04 on 31 December 2021.

We continue to benefit from a stable financial position, with well-diversified sources of funding and have one of the longest debt maturity profiles in the S-REIT sector. As 83% of our total borrowings[2] are on a fixed rate, this mitigates the potential impact from a higher interest rate environment. During the year, we issued two long dated Medium Term Notes at attractive interest rates. Our average cost of debt was 2.3% per annum at the end of FY 2021. To partially fund the proposed acquisition of two office buildings and an integrated development in Sydney, which is expected to complete in 1Q 2022, we raised about S$250.0 million from a private placement in December 2021. As a testament to our financial strength, we have been rated 'A3' and 'A-' by Moody's Investors Service and S&P Global Ratings respectively.

SUPPORTING OUR TENANTS

FY 2021 was a challenging year for our tenants, given the uncertain COVID-19 environment. We proactively assisted affected tenants and worked to stabilise operations while remaining vigilant and agile in our approach. These targeted initiatives included appropriate grant of rental waivers, relevant rental restructuring and marketing support for the retail tenants. The latter included helping our tenants to drive their sales digitally via our online platforms, as well as other measures to attract shoppers. By the close of the financial year, the total rent waivers granted amounted to S$27.3 million.

Focused on a proactive leasing strategy, we sought to strike a balance on tenant retention and attracting new ones to our portfolio. Our efforts in addressing their space requirements and specific needs resulted in a healthy committed portfolio occupancy of 93.9% as at 31 December 2021. Tenant retention for our retail and office portfolios were 82.3%[3] and 69.3%[4] respectively. We also achieved a stable weighted average lease expiry (WALE) at 3.2 years. Of the 26.5% leases due for renewal in 2022 based on portfolio committed monthly gross rental income at the end of FY 2021, we have completed lease renewals with two major tenants in January 2022, which constituted 3.4%. We are proactively working on the

1 VTL scheme allows quarantine-free travel to Singapore via air. Please visit https://safetravel.ica.gov.sg/vtl/requirements-and-process for updates on the requirements and process.
2 Including share in joint ventures.
3 Based on the number of renewed versus expiring leases.
4 Based on the net lettable area of renewed versus expiring leases.

balance 23.1% of leases due for renewal in 2022.

In 4Q 2021, Singapore office market rents continued to increase, a trend which started since 2Q 2021. The last quarter of the year saw increased leasing enquiries for expansion and new set up in our portfolio. New office leases and renewals were signed at above market rents, but below the respective expiring rents in 2021. Meanwhile, we witnessed an improving trend in retail rental reversion during the year, although downtown malls were more impacted by the negative reversions than their suburban counterparts. The improving market rents in Singapore is expected to narrow the gap between CICT's signing and expiring rents.

Monthly average shopper traffic at our malls for FY 2021 was consistent with that for FY 2020. However, the monthly average shopper traffic for FY 2021 was 61.2% of the monthly average for FY 2019. Retail tenant sales per square foot recovered stronger at 87.8% of FY 2019's monthly average and was on par with that of FY 2020. The total tenants' sales recorded for FY 2021 increased 12.2% on a year-on-year basis.

Armed with strong fundamentals and a well-diversified, quality portfolio, CICT is well placed to ride the waves of recovery. We remain firmly committed to delivering stable distributions and sustainable total returns to our Unitholders.

REJUVENATING OUR ASSETS

As part of our ongoing efforts to refresh offerings and enrich experience at our malls, we engaged in various asset enhancement initiatives (AEIs). Lot One Shoppers' Mall unveiled a new cinema and a sustainability-focused library in the second half of 2021. In a first for a Singapore library, the latter featured a Green Grove with an Augmented Reality Learning Trail exhibiting Singapore's wildlife and natural landscapes. CapitaLand Hope Foundation (CHF) contributed S$500,000 to this green showcase, extending its support beyond children and seniors in need to environmental causes.

Six Battery Road received a new through-block link flanked by a banking hall with assisted and self-help services and upcoming exciting retail offerings. Office workers at the property can look forward to new F&B brands in the first half of 2022. These include Bar.celona Cava & Tapas restaurant and a new concept by Foragers, the owners of the Miznon and Carrotsticks & Cravings restaurants.

Having handed over 21 Collyer Quay to WeWork for their own fit-out works, it will begin offering enterprise solutions and coworking options at the office building in 3Q 2022. Meanwhile, CapitaSpring obtained a Temporary Occupation Permit for the whole development in November 2021. We have already achieved 93% committed occupancy as at 9 February 2022, with 14 tenants having started operations, and more are in the midst of fitting out the premises. The integrated development's serviced residences have opened its doors to guests on 1 February 2022.

In January 2022, we commenced an AEI at Raffles City Singapore. The rejuvenation of the ex-anchor tenanted area will see the reconfiguration of 111,000 sq ft from Levels 1 to 3 into smaller units for large format and specialty retail. Shoppers will enjoy better vertical connectivity within these levels with the addition of a new set of escalators. Scheduled for completion in 4Q 2022, the revamped space presents an exciting opportunity to refresh our retail tenant mix with both homegrown and premium international brands, including key international fashion, beauty and lifestyle retailers.

As we fortify our foundations, CICT will continue to focus on strengthening our portfolio, while staying ahead of the curve through innovative AEIs and adoption of technology to enhance shopper experience and drive value creation.

RECONSTITUTING OUR PORTFOLIO

At CICT, we regularly review and evaluate our portfolio with the aim of maximising value for our Unitholders. Guided by a forward-looking portfolio reconstitution strategy, we actively explore DPU-accretive investments, enhancement opportunities and capital recycling through potential divestments.

In 4Q 2021, we kick-started our active portfolio reconstitution plan by divesting our 50.0% interest in One George Street, at an exit yield of 3.17% per annum. The capital was recycled to partially finance three higher yielding assets in Sydney, Australia, at a combined implied NPI yield of 5.1%[5]. Marking CICT's first inroad into Sydney Australia, the second overseas developed market after Germany, the acquisition of 66

5 As announced on 23 December 2021, the Implied NPI is based on the pro forma 1H 2021 annualised NPI of 101-103 Miller Street and Greenwood Plaza, 66 Goulburn Street and 100 Arthur Street and taking into account the following assumptions: (a) the acquisitions of the two trusts holding 66 Goulburn Street and 100 Arthur Street as well as 101-103 Miller Street and Greenwood Plaza were completed on 1 January 2021 and held and operated to 30 June 2021; (b) including rental guarantee for 100 Arthur Street; and (c) the tenants and committed tenants of 100 Arthur Street as at 30 September 2021 were in place on 1 January 2021.

Goulburn Street, 100 Arthur Street and a 50.0% interest in 101 – 103 Miller Street and Greenwood Plaza positions CICT for future growth opportunities, alongside improving fundamentals in Sydney and North Sydney Central Business Districts (CBDs). Hot on the wheels of these acquisitions, we announced our divestment of JCube for S$340.0 million at an NPI yield of less than 4% on 24 January 2022. This is in line with our portfolio reconstitution strategy of divesting non-core assets, while we maintain a strong foothold in Jurong Gateway with our two other malls Westgate and IMM Building.

CICT's portfolio property value increased by 3.5% to S$22.5 billion based on independent appraisals as at 31 December 2021. The adjusted net asset value per unit rose 3.0% year-on-year to $2.06.

GROWING PHYGITAL ENGAGEMENTS THROUGH CAPITASTAR

With a focus on omnichannel retail strategy to blend physical and online sales channels, we are always on the lookout for new ways to support our retailers and engage shoppers.

Since June 2020, CICT's malls relied on the online platforms rolled out via CapitaLand's CapitaStar eco-system to support retailers amidst restrictive social distancing measures. By the end of 2021, the online platforms supported over 600 brands.

Leveraging CapitaStar's 1.2 million members, the platforms have grown Gross Merchandise Value (GMV) by 178% year-on-year. Contributing positively towards sales on the online platforms was the usage of eCapitaVoucher, which grew by 163% year-on-year. This was partially driven by CapitaLand's continuous efforts to expand strategic partnerships with DBS Bank, KrisFlyer, SP Group, PAssion and American Express.

As we move towards an endemic Singapore with a higher vaccination rate, CapitaLand will evaluate its omnichannel retail strategy to stay relevant and competitive via CapitaStar eco-system. More delightful shopping experiences will be offered and help drive offline shopper traffic to boost retail consumption, which will also benefit CICT.

On the office front, leveraging CapitaLand's CapitaStar@Work platform, we continued to build enriching experiences that integrate play and work. The community enjoyed greater options for products and services on the mobile app and online platform, as well as seamless convenience at CICT's seven workspace properties, including our latest addition, CapitaSpring. Following the successful integration of tenants from Capital Tower and CapitaSpring, we welcomed over 7,000 new users to the platform during the year.

CHAMPIONING SUSTAINABILITY

As a responsible company, we reach beyond the bottom line to embrace people and the planet and achieve long-term sustainability for all. On 25 October 2021, we established the Nominating and Remuneration Committee. Aimed at securing organisational stability and leadership, it will support the Board in succession planning and performance reviews.

CICT's environmental commitments are aligned with CapitaLand's 2030 Sustainability Master Plan. This outlines the targets and pathways that guide our transition to a low-carbon business. Based on a well-below 2°C scenario, the science-based carbon emission intensity reduction targets enable us to better track improvements in the efficiency of our day-to-day operations. In line with this plan, we are exploring more renewable energy options, such as installing more solar panels at our properties.

Our sustainability efforts have earned us a GRESB 5-star rating and an 'A' for Public Disclosure in 2021. At the same time, majority of our Singapore portfolio's leases contain green clauses and green fit-out guides are given to all our tenants for their reference when fitting out their spaces. Following our increased focus on climate-change risks and management measures, we have an interim update on the Task Force on Climate-related Financial Disclosures (TFCD) framework. We are currently working on providing more disclosures.

Amidst COVID-19, the health and wellness of our stakeholders remains a key priority. We implemented several measures at our properties to ensure their safety, on top of temperature screening and safe distancing measures required by the authorities. These include applying anti-microbial coating technology on all high-touch surfaces at our malls and offices, deploying autonomous UV disinfection robots at Tampines Mall and Funan, and installing protective acrylic screens, disinfection floor mats and PhotoPlasma air disinfection systems where needed.

Not forgetting the less fortunate among us, we joined CHF, CapitaLand's philanthropic arm, in reaching out to vulnerable groups. At our invitation, tenants and employees volunteered their time to enhance the children's social growth and development and provided vulnerable seniors with better nutrition, improved well-being and living conditions. A total of 92 tenant volunteers participated in these activities in FY 2021.

Our sustainability efforts are detailed in various sections of this annual report.

FORGING AHEAD TOGETHER

As we enter a new financial year, we remain cautiously optimistic. We expect rising retail and office market rents in Singapore to be supported by the limited gross new completions in the next three years. Particularly, there are no major retail supply coming onstream in the downtown area. Additionally, Singapore is poised to benefit from the improvement in economic activity and consumer sentiment and the progressive lifting of border restrictions in 2022. This outlook will bode well for CICT. If more VTLs open in 2022, an expected increase in tourists will boost hotel occupancy and shopper traffic at our downtown malls. These malls will also benefit from higher shopper traffic as more employees return to the office, with tenants' sales rising in tandem.

We will continue to optimise our portfolio and explore potential AEIs. Plans are already underway for a repositioning of Clarke Quay. We are pressing ahead with our portfolio reconstitution strategy, while concurrently seeking opportunities especially to strengthen our position in our home market Singapore, and to deepen our presence in Germany and Australia. This will further establish CICT as the best proxy for Singapore commercial real estate, with the flexibility to augment its income growth in other developed markets.

Meanwhile, we remain committed to a proactive and prudent capital management strategy. Facilities are in place to refinance loans that are maturing in 2022. Concurrently, we work on enhancing our financial flexibility as we continue to pursue strategic growth opportunities in the respective target markets.

Capitalising on our position as one of Asia Pacific's largest REITs, our leadership, resilience and scale will enable us to capture growth opportunities and optimise our potential. At the same time, we will stay proactive and flexible in safeguarding the well-being of our stakeholders as we navigate the challenges of the global pandemic.

ACKNOWLEDGEMENTS

On behalf of the Board, we extend our deepest appreciation to Mr Lee Khai Fatt, Kyle and Mr Ng Wai King, who stepped down with effect from 1 November 2021. Mr Lee had served as a Non-Executive Independent Director for nine years and Chairman of the Audit Committee, while Mr Ng was a Non-Executive Independent Director and a Member of the Audit Committee. We are grateful for their invaluable contributions to the Board and the management.

We welcome Ms Jeann Low and Mr Stephen Lim, new directors to the Board in August 2021. Joining us as Non-Executive Independent Directors, their expertise will contribute to the Board and management's bench strength.

The year 2022 marks CICT's 20th year of listing on the Singapore Exchange. We offer our sincere thanks to our past and present Board members for their guidance throughout the years, as well as our Unitholders and employees for their unwavering support and dedication. As we forge ahead together amidst uncertain times, we stand committed to build on our strengths, capture growth opportunities and deliver sustainable value.

TEO SWEE LIAN
Chairman

TONY TAN TEE HIEONG
Chief Executive Officer

24 February 2022

致信托单位持有人之信函

尊敬的信托单位持有人，

尽管全球疫情持续，新加坡的经济却在2021年越战越勇。由于政府因应冠病疫情而收紧各种管制，使得运营环境复杂多变。堂食限制和居家办公模式持续了超过6个月，对企业和雇员皆带来冲击。然而，政府也出台了各种援助计划，帮助企业度过了好些运营上的挑战。如今，新加坡是疫苗接种率最高的国家之一，加上我们的疫苗接种者旅游走廊计划[1]，预示了重启经济的开端，同时也令新加坡再次成为亚太区域首要的企业与商务枢纽。

我们在这个大环境之下以凯德综合商业信托(凯德综合信托)的名义交出了第一份全年报告。在凯德商用新加坡信托以及凯德商务产业信托合并之后，我们成为了新加坡最大的房地产投资信托，截至2021年12月31日的市值为135亿新元。将零售、办公、综合体项目归于一个旗帜下让我们能更好地把握各市场周期的机会。这让我们在2019冠病疫情的逆势中，依然能在牢固的基础上站稳脚步，同时灵活敏捷地管理资产，为投资人创造良好的成果和价值。

优异业绩

我们始终秉持为投资者创造可持续回报的使命。合并之后，我们的投资组合增加了办公资产也获得新加坡来福士城100%的收入贡献，这有助我们的业绩表现。2021财政年度，我们的总收入增加了75.1%，达到13亿510万新元。与此同时，归功于具有韧性的资产组合以及较低的利息开支，我们收获了9亿5110万新元的房地产净收入，比前一年度高出85.5%。可派发收入同比增长了82.7%，达到6亿7470万。这为我们带来了10.40分的每单位派息，同比上升了19.7%。根据2021年12月31日2.04新元的闭市价，每单位派息收益为5.1%。

我们的财务状况持续稳定，不仅资金来源多元化，也是拥有最长债务到期期限的新加坡房地产投资信托之一。由于我们83%的贷款[2]属于固定利率，让我们缓冲了较高利率环境带来潜在冲击。年内，我们以较长的到期日以及具有吸引力的利率发行了两个中期票据。截至2021年底，我们的平均债务成本为每年2.3%。2021年12月，我们通过私募发行获得了2.5亿新元的融资，用以资助部分收购悉尼两栋办公楼及一个综合体项目的收购资金所需。收购计划预计于2022年第1季度完成。穆迪投资者服务公司以及标普全球评级分别将我们评委"A3"及"A-"级别，皆证明了我们的财务实力。

为租户提供协助

2019冠病疫情导致环境多变不明，使我们的租户在2021面对充满挑战的一年。为此，我们主动向受影响的租户提供援助，并在积极稳定运营的同时，保持警觉及敏捷的作风。我们针对性的援助措施包括为零售租户提供适当的租金减免、租金重组以及行销支援。后者包括了通过网上平台帮助租户提升数码平台销售业绩，同时我们也推出其他措施吸引更多购物者。截至2021年底，我们提供的租金减免总额达到了2730万新元。

我们专注于积极的租赁策略，力求在保留原有租户以及吸引新租户间取得平衡。我们与租户紧密合作处理他们对租用空间的要求和特定需要，因而产建立了健康的已承诺租用率，截至2021年12月31日为93.9%。我们零售及办公资产的续租率分别为82.3%[3]及69.3%[4]。加权平均租赁到期日维持稳定，为3.2年。根据截至2021年底的资产组合已承诺每月租金总收入，26.5%的租约于2022年到期，其中2个主要租户已于2022年1月与我们续约，相等于3.4%。我们正积极与其他23.1%的租户进行续租事宜。

2021年第4季度，新加坡的办公室市场租金继续上升，延续了2021年第2季度开始的趋势。2021年最后一个季度，欲在我们的办公产业扩充及设立新办公室的租赁询问有所增加。新办公室租约及续租合约都获得高于市场的租金，但低于2021年租约到期时的租金。与邻里商场相比，市中心商场受负租金调升率的影响更深，但零售产业的租金调升率正呈现改善趋势。随着新加坡市场租金的回弹，预计凯德综合信托组合里新签订与到期租金之间的差距将缩小。

我们的商场在2021财政年度取得与2020年相仿的每月平均客流。然而，与2019财政年的每月平均客流相比，2021年只达到该年的61.2%。零售租户的每平方尺销售额有所回升，达到2019年每月平均销售的87.8%，并且与2020年齐平。2021财政年的总租户销售额同比上升了12.2%。

更新资产促进增值

为了不断更新商场所提供的零售选择，并且打造更丰富的体验，我们进行了各种资产增值计划。2021年下半年，第一乐广场迎来全新的戏院和一家以永续生态为概念的图书馆。作为新加坡的首例，这家图书馆里头设有一个附带增强实境学习径的绿丛区，展出了新加坡的野生及自然景观。凯德希望基金为这个绿色展览捐献了50万新

1 疫苗接种者旅游走廊计划允许旅客通过航空渠道进入新加坡并且免除隔离。欲了解相关要求及程序的最新资讯，请浏览https://safetravel.ica.gov.sg/vtl/requirements-and-process。
2 包括合资企业的借贷。
3 根据续租及到期租约的数量。
4 根据续租及到期租约的净可出租范围。

元，借此将基金提供的支援范围从幼儿及年长者关怀延伸到环境保护领域。

百得利路6号新建了一条大厦通道，连通备有辅助及自助服务的银行大堂以及精彩可期的零售选择。在此上班的办公族可于2022年上半年开始享有全新的餐饮品牌选择。这包括了Bar.celona Cava & Tapas餐馆，以及经营Miznon和Carrotsticks & Cravings餐馆的Foragers所带来的新餐饮概念。

我们已经将哥烈码头21号交付给WeWork进行装修工程，WeWork将于2022年第2季度开始在这个办公大楼提供企业方案及共享办公的服务。与此同时，凯源中心(CapitaSpring)发展项目已于2021年11月获得整栋楼的临时入伙证。截至2022年2月，凯源中心已经达到93%的已承诺租用率，其中14个租户已经开始运营，许多租户则正在进行室内装修。位于该综合体的服务式公寓已在2022年2月1日开始开放入住。

2022年1月，新加坡来福士城展开了资产增值计划。我们回收了前主力租户租用的空间，1楼至3楼111,000平方尺的范围将重新规划成较小的单位，供大型零售概念及专卖店使用。这些楼层之间将增设全新的手扶梯，购物者能更好地在楼层间通行。我们计划在2022年第4季度完成工程，届时翻新后的空间将呈献耳目一新的零售租户组合，当中涵盖本地品牌以及各种售卖服装、美妆及生活时尚的优质国际品牌。

为了打造更坚实的基础，凯德综合信托将继续专注于强化我们的资产组合，同时通过创新的资产增值计划以及科技运用保持领先，以提升购物者体验以及创造价值。

重组资产组合提升价值

我们定期审核及评估凯德综合信托的资产组合，以便为我们的投资人创造最大的价值。我们按照富有前瞻性的资产组合重组策略，积极寻求能增加每单位可分派收入的投资、强化资产的机会，以及通过资产脱售回笼资金。

2021年第4季度，我们展开了积极的资产组合重组计划，以每年3.17%的退出收益率脱售乔治街1号50%的权益。回笼的资金用于三项澳大利亚悉尼资产的收购融资所需。这三项资产能带来更高的收益，总隐含资产净收益率为5.1%[5]。这次收购是凯德综合信托进军澳大利亚悉尼的首航，也是凯德综合信托继德国之后第二次拓展至海外发达市场。收购66 Goulburn Street和100 Arthur Street两座办公楼，以及101 – 103 Miller Street和Greenwood Plaza的50%权益，让我们有机会获得未来增长，也让我们在悉尼及北悉尼的中央商业区打下基础。收购新资产之余，我们于2022年1月24日宣布以3.4亿新元脱售裕冰坊，净资产收益率小于4%。这符合了我们脱售非核心资产的资产组合重组策略。我们在裕廊商业区仍持有的另外两座商场即西城及IMM大厦，这让我们在该区域保持牢固的立足点。

截至2021年底，根据独立评估， 凯德综合信托的总资产价值为225亿新元，比前一年高出了3.5%。经调整每单位资产净值上升了3.0%，达到2.06新元。

凯德星平台提升实体数码化体验

我们大力推动多元零售管道策略，将实体及线上销售管道融合的同时，也致力于寻找协助零售租户以及吸引购物者的新途径。

自2020年6月以来，凯德综合信托善用通过凯德集团凯德星生态系统推出的网上平台，协助零售租户应对安全距离措施带来的限制。截至2021年底，这些平台已支援超过600个品牌。

善用凯德星120万名会员的优势，这网上平台将商品总价值同比提升了178%。平台接受使用eCapitaVoucher凯德电子购物券也对销售额有正向帮助，带来同比163%增长额。凯德星持续与星展银行、KrisFlyer、新能源集团、PAssion以及美国运通展开策略性伙伴合作，也有助推动凯德电子购物券销售额的增长。

随着新加坡拥有较高的疫苗接种率，并正过渡至地方性流行病状态，凯德集团也将通过凯德星生态系统重新评估其多元零售管道策略，以确保策略符合时宜且具有竞争力。我们将提供更多愉悦的购物体验，以推动线下购物客流提升零售销售额。这也将有利于凯德综合信托。

在办公产业方面，我们借助凯德集团的CapitaStar@Work数码平台，持续打造结合娱乐和工作的丰富体验。用户群体能在手机应用程序及网上平台上享受更广的产品及服务选择，同时在凯德综合信托的七个办公产业享用便利的服务，其中包括刚投入运营的凯源中心。在成功结合资金大厦及凯源中心的租户后，CapitaStar@Work在2021年迎来超过7千名新用户。

引领可持续发展

作为负起社会责任的企业，我们以人为本，关爱地球，为大众创造长期的持续性发展。2021年10月25日，我们设立了提名及薪酬委员会，旨在建立稳定的组织结构以及寻找适当领导人选，这将协助董事会策划交接事宜以及评估表现。

5 根据2021年12月23日的宣布，总隐含资产净收益是根据101-103 Miller Street及Greenwood Plaza、66 Goulburn Street及100 Arthur Street的2021上半年形式性年化总资产净收益，并且将以下假设列入考量因素：(a)收购持有66 Goulburn Street和 100 Arthur Street以及101-103 Miller Street和Greenwood Plaza的两个基金于2021年1月完成，基金持有资产并运营至2021年6月30日；(b)包括100 Arthur Street的租金保证；(c) 100 Arthur Street截至2021年9月30的租户及已承诺租户于2021年1月1日已承租。

凯德综合信托的环境使命与凯德集团的2030可持续发展总体规划方向一致。总体规划描划了我们迈向低碳企业的目标及途径。根据全球均温升幅低于2摄氏度的情景，设下以科学为基础的碳减排目标让我们能更好地追踪改善日常运营效率的进展。配合这个计划，我们正在探索更多可再生能源选项，例如在我们的产业安装更多太阳能发电板。

我们迈向可持续发展的努力获得肯定，全球房地产可持续标准评估将我们列为5星级别，同时2021年全球环境、社会与治理标准对房地产领域的公开披露评分也给予我们A等分数。此外，我们新加坡资产大多数的租赁合约都附带绿色环保条款，我们也为所有租户提供绿色装修指南，供他们在装修租用空间时参考。随着我们对气候变化的风险和管理措施的关注越来越高，我们根据气候相关财务信息披露工作组框架拟了期中报告，更多信息将陆续发布。

疫情期间，我们持续将利益相关者的健康福祉放在首位。除了政府当局规定的体温检测以及安全距离管制，我们另外在产业实施了各种措施以保障公众的安全。这包括以防菌涂层科技处理商场及办公楼的所有高接触表面、于 淡滨尼广场及福南商场采用紫外线自动消毒机器人，以及在所需之处安装亚克力保护屏、消毒地毯以及光等离子空气净化系统。

我们也没有遗忘身边较需要帮助的群体。我们与凯德集团的公益分支凯德希望基金一同为弱势儿童出力，邀请旗下租户和职员义务贡献他们的时间，为这群儿童提供教育、医护以及更理想的居住条件，促进他们的社会发展。2021财政年，共有92位租户志愿者参与了这类活动。

我们为可持续发展付出的努力已详录于本刊各章节。

携手迈进

在我们迈入新财政年之际，我们依然保持谨慎的乐观态度。由于未来3年内完成的新项目有限，我们预计这将带动新加坡的零售及办公楼市场租金回升。特别是市中心，这一带目前没有大型的新零售供应。另外，2022年新加坡市场也准备好从经济活动复苏、消费者信心回升以及边境逐渐开放中获益。这个展望为凯德综合信托预示了乐观的前景。如果更多疫苗接种者旅游走廊在2022年开通，预计会上升的旅客人数将推动酒店入住率以及市中心商场的客流量。随着更多雇员回返办公室上班，市中心商场也将迎来更高的客流量，促使租户销售额快速上升。

我们将继续优化我们的资产组合，并且探索有潜质的资产升级计划。为克拉码头重新定位的计划正在筹备中。我们将继续专注于我们的资产重组策略，同时不断寻找新契机，以强化我们在新加坡市场的位置，以及在德国及澳大利亚扎稳更深的根基。这将进一步巩固我们作为新加坡商业房地产最佳指标的位置，同时给予我们在其他发达市场提高收入增长的灵活性。

同时，我们对资本管理策略保持积极和审慎的态度。我们已准备好为2022年到期的贷款进行财务重组。与此同时，我们也继续在各个目标市场寻求策略性增长机会以增强我们的财务灵活度。

借助我们作为亚太区最大房地产投资信托的优势，我们的领导实力、韧性以及规模将允许我们把握增长商机，并优化我们的潜力。同时，在我们面对全球疫情的挑战之际，我们将积极和灵活地守护利益相关者的福祉。

致谢

我们谨代表董事会，向李启发先生以及吴伟权先生致以最深谢意。李启发先生担任非行政非独立董事将近9年，同时也担任审计委员会主席。吴伟权先生卸任前则是我们的非执行非独立董事以及审计委员会会员。我们衷心感谢他们为董事会及管理层付出的宝贵贡献。

我们欢迎卢业容女士以及林明仁先生成为董事会新董事。他们于2021年8月以独立非执行董事的职位上任，他们的专才将让董事会以及管理层如虎添翼。

2022年是凯德综合信托于新交所上市20周年。我们至诚感谢历届及现任董事成员的指导，以及投资者和职员的大力支持及付出。在这个多变不明的时期，我们与您携手同行之际，也承诺继续巩固我们的实力、紧抓商机，并且创造持续性的价值。

张瑞莲
主席

陈智雄
首席执行官

2022年2月24日

1. What are your plans to grow CICT?

Our diversified, quality portfolio of well-located assets provides resilience and stability across different market cycles. Amidst the reopening, we will focus on reconstituting our portfolio and driving growth.

Singapore remains an attractive business location. As the economy recovers, our office portfolio will benefit from the expected upturn in this sector and the limited gross new completions coming on stream in 2022 and 2023. Meanwhile, on the ground, we address the evolving needs of our tenants through relevant workspace solutions and optimising our operational efficiency.

The reopening will immediately benefit our retail assets. Our focus has been partnering our tenants to drive sales, while optimising our retail offerings and refreshing shopper experience. Our retail portfolio also stands to benefit from the limited gross new retail supply entering the market in 2022 and 2023.

We are exploring possible AEIs to enhance value. The ongoing rejuvenation of Raffles City Singapore will enhance retail offerings, while plans are underway for the repositioning of Clarke Quay. The AEIs and redevelopment will contribute in the later part of 2022. These include Six Battery Road, 21 Collyer Quay and our 45.0% interest in CapitaSpring.

Concurrently, we are committed to growing inorganically and have commenced our portfolio reconstitution journey. We recycled the divestment capital to partially fund the acquisition of three higher yielding office properties in Sydney, Australia. Following that, we divested JCube for S$340.0 million at an NPI yield of less than 4% while we explore strategic acquisition opportunities in Singapore. CICT remains committed to developing more growth engines and diversifying our income base, with the flexibility to acquire assets in key developed markets overseas not exceeding 20% of our total portfolio value.

2. What is CICT doing with the future of office?

More companies are likely to embrace a hybrid workplace model. Already, demand for flexible space is growing. In catering to our tenants' evolving needs, we plan to ensure every commercial building infuses core office space with flexible workspace solutions – a prime example is CapitaSpring which caters for this increasing demand.

CICT's Chief Executive Officer Tony Tan at a past annual general meeting with unitholders

3. How are CICT malls staying relevant with the greater adoption of online shopping in Singapore amidst COVID-19?

The shift towards online purchases does not signal the impending demise of shopping malls. Instead, it highlights the importance of adapting to evolving retail trends. Adopting an agile approach, we leverage omnichannel solutions to expand our reach to different shoppers. Among these is CapitaLand's CapitaStar platform. This dynamic omnichannel shopping and lifestyle rewards platform allows shoppers to earn cashback when they shop with us. Our ongoing priority is to balance the occupancy and rents in each property while continuing to refresh and adjust tenant mix in the malls to remain relevant and appealing to shoppers.

Physical malls will stay relevant in Singapore's retail context. Face-to-face interactions remain essential for many retailers and shoppers, with malls functioning as a destination for gatherings among families and friends as well as business meetings.

4. What has been CICT's ESG focus in 2021?

Amidst ongoing efforts to reduce our environmental footprint, we adhere to high standards of corporate governance. We have been working closely with our tenants to understand their needs during the pandemic, placing the safety of our stakeholders as our top priority. We continued employee engagement efforts and sought to safeguard their physical and mental well-being, while caring for vulnerable groups in the community. More on our efforts towards environment, social and governance can be found on pages 125, 141 and 171 respectively.

5. How did CICT achieve its financial robustness despite the COVID-19 challenges?

We kept operating expenses in check, managed risks to balance occupancy and rents, in addition to supporting our tenants and securing our top line. CICT enjoys diversified sources of funding and a well-spread debt maturity profile. We lowered our cost of debt to 2.3% from 2.8% a year ago. Our gearing of 37.2% remains manageable in the short term, as we maintain a disciplined approach on our leverage profile.

6. What will be your focus for CICT in 2022?

Throughout FY 2021, we worked to stabilise our portfolio and operations and expanded our presence into a new developed market in Sydney, Australia. 2022 will see us drive our value creation strategy, while exploring strategic opportunities especially in Singapore and key developed markets. Operationally, our priority remains centred on supporting our tenants and ensuring the well-being of all our stakeholders. Cautiously optimistic on the reopening theme, we want to tap on opportunities to ride the eventual market recovery.

Global Trends

CICT embraces change. In the face of fast-changing domestic and external realities, CICT evolves alongside structural shifts that impact every aspect of our world, thoughts and behaviour. We stay vigilant and agile to prepare ourselves and stand ready to leverage trends and seize opportunities when they present themselves. At the same time, we remain disciplined in managing potential risks. We have highlighted three trends most imperative to our business and the environment we operate in.

CLIMATE CHANGE

Trend Description

COVID-19 has reinforced the importance of environmental, social and governance (ESG) influencing the sustainability of businesses. Growing expectations from stakeholders for businesses to act in response to climate change, assess related risks and improve ESG disclosures have impacted business decisions.

Our Response

What We have Done

- Aligned with CapitaLand's science-based targets for our transition to a low-carbon business
- Achieved GRESB 5-star Rating for our ESG efforts
- Integrated sustainability as a focus for our operations
- Established emergency protocols for our properties and business continuity plans for our employees

Ongoing Efforts

- Taking steps to integrate the the TCFD recommendations in our annual reporting
- Installing onsite renewable energy at more properties
- Piloting initiatives such as chemical-less water treatment to cooling towers at CapitaGreen and introducing smart trash sorting bins to facilitate recycling efforts

EVOLVING REAL ESTATE TRENDS

Trend Description

The pandemic has revolutionised the way people work and shop. The proliferation of online shopping and constantly evolving consumer behaviour meant that landlords need to build resilience and optimise occupancy, offerings, engagements and experiences. How businesses and their workforces manage in a flexible work environment remains a trending topic. With the acceleration of these structural changes, the linkage between retail and workspaces has become increasingly complex.

Our Response

Ongoing Efforts

- Acquiring and retaining shoppers through loyalty programme and omnichannel activations via CapitaStar platform, the main digital enabler of CapitaLand's retail ecosystem
- Delivering elevated and rewarding user experience to the workspace community across CICT properties with CapitaStar@Work's utility and community features that offers convenience and connectivity
- Creating a one-stop office solution for our tenants such as the flexible workspace at CapitaSpring managed by The Work Project, CapitaLand's joint venture
- Maintaining relevance of our properties through regular reviews of asset plans and asset enhancement initiatives

TECHNOLOGICAL DEVELOPMENT

Trend Description

Technologies are constantly shaping the way we work and live. With an evident dependence on technology, businesses embrace digital innovation to drive growth.

The pace of innovation and the ability to effectively incorporate and execute strategies upon analysing customer data would set businesses apart.

Our Response

What We have Done

- Invested in safe and contactless security access through facial recognition or QR Code
- Launched the CapitaLand Digital Business Card mobile app
- Installed digital water meters for leakage detection and automatic meter readings in malls

Ongoing Efforts

- Providing training to employees on digital skills, fluency and IT security
- Leveraging analysed consumer data captured by the digital platforms to curate retail offerings for shoppers

Our Resources | How We Create Value | Our Value Drivers

FINANCIAL

- Organic growth
- AEIs and redevelopments
- Portfolio reconstitution
- Acquisitions and divestments
- Cost and capital management

ORGANISATIONAL

- Upkeep high standards of corporate governance
- Engage employees regularly
- Encourage learning and development

PROPERTIES

- Maximise potential and enhance portfolio
- Enhance accessibility (Social integration)
- Embrace innovation

ENVIRONMENT

- Manage resources efficiently
- Upkeep green buildings (Climate resilience)
- Ensure health and safety

STAKEHOLDERS & COMMUNITIES

- Create delightful customer experience
- Engage stakeholders regularly
- Engage supply chain

Value Created

SUSTAINABLE RETURNS

Distributable Income	DPU	Aggregate Leverage	Credit Rating
S$674.7 MILLION	10.40 CENTS	37.2%	A3 BY MOODY'S; A- BY S&P

HIGH STANDARDS OF GOVERNANCE & ACCOUNTABILITY

Formation of Nominating and Remuneration Committee

Female Representation on Board
37.5%

Board Independence
62.5%
Audit Committee comprises entirely of Non-Executive Independent Directors

QUALITY ASSETS & DIFFERENTIATED OFFERINGS

Portfolio WALE	Occupancy	Portfolio Property Value	NAV Per Unit
3.2 YEARS	93.9%	S$22.5 BILLION	S$2.06

PARTNER OF CHOICE, THRIVING COMMUNITIES & HIGH-PERFORMANCE CULTURE

Porfolio with Green Rating	Carbon Intensity Reduction from Base Year 2008	Water Intensity Reduction from Base Year 2008	Rating
100%	50.3%	40.9%	GRESB 5-star rated and 'A' for public disclosure

LANDLORD OF CHOICE & THRIVING COMMUNITIES

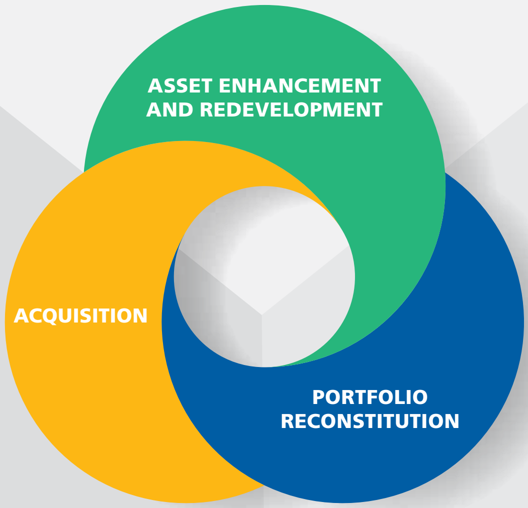
Total Volunteer Hours
More than
1,660

Term Contractors with Minimally bizSAFE Level 3 Certification
~98%

Annual Surveys
conducted with employees, tenants and shoppers

VALUE CREATION STRATEGY

- Achieve the highest and best use for properties
- Reposition or repurpose single-use assets in line with changing real estate trends and consumers' preferences
- Redevelop properties from single-use to integrated projects



- Invest through property market cycles in Singapore, Germany and other developed markets
- Guide for overseas exposure not more than 20% of portfolio value
- Seek opportunities from third parties and CapitaLand
- Focus on retail, office and integrated developments

- Undertake appropriate divestment of assets that have reached their optimal life cycle
- Redeploy divestment proceeds into higher yielding properties or other growth opportunities

AIM TO DELIVER STABLE DISTRIBUTIONS AND SUSTAINABLE RETURNS TO UNITHOLDERS

CICT ensures the competitiveness and optimium value of its portfolio by setting differentiated investment objectives for each property type.

Objectives for Retail Malls

To enhance the value proposition of its suburban and downtown malls, the Trust identifies target positioning for each mall. For the appropriate positioning, this entails understanding our shoppers' preferences, refreshing our retail concepts to build a right tenant mix, curating innovative retail experiences through shopping, dining and entertainment, establishing strategic partnerships and conducting compelling marketing and promotional events. We also aim to support our tenants through our omnichannel strategy, leveraging the CapitaStar platform. Such efforts would be integral to future-proofing our malls and ensuring the financial stability of the Trust.

Objectives for Office Buildings

To drive financial performance and consolidate the standing of CICT's Grade A and prime office properties as the preferred office locations, we have put in place an agile and flexible strategy to meet changing occupiers' needs. This includes offering core-and-flex workspace solutions to support our tenants through changing business environment. We leverage technology to enhance customer experiences and manage our properties more efficiently and sustainably. This will ensure that our properties remain the preferred choice for businesses.

Objectives for Integrated Development

Integrated developments provide a captive ecosystem, creating vibrancy supported by a sustainable work-live-play culture. To capitalise on this trend, CICT incorporates high-quality green features and open spaces, along with other comprehensive and complementary amenities for tenants and visitors at its integrated developments.

The need for flexible work arrangements and increased focus on health and wellness are also catered for at our integrated developments, where work-live-play elements are conveniently co-located to meet evolving tenant lifestyles and preferences. This will provide the Trust with greater resilience in the long-term.

VALUE CREATION INITIATIVES

Our stable of quality assets is a key resource providing sustainable income to the Trust. We create long-term value for our stakeholders by building on our competitive advantages, investing in timely asset enhancements, and providing quality spaces and differentiated offerings to our tenants. Through proactive and long-term planning for each asset, we aim to keep our properties thriving, relevant and future-ready.

Through Asset Enhancement Initiatives (AEI)

CICT has a dedicated portfolio management strategy to upkeep and upgrade each asset. Our goal is to maximise the value and enhance the offerings of each asset throughout its property life cycle. Over the years, we have successfully rejuvenated our properties through various AEIs.

Through Portfolio Reconstitution

Value creation is also supported through the portfolio reconstitution strategy, where CICT reviews and evaluates the existing properties for growth and divestment opportunities to recycle capital. We seek acquisition opportunities in Singapore and in developed markets overseas, guided by our strategic rationale, value and potential distribution-per-unit accretion.

VALUE CREATION IN 2021

In 2021, CICT completed the redevelopment of CapitaSpring, the AEIs at Lot One Shoppers' Mall and 21 Collyer Quay, as well as the podium block and through-block link at Six Battery Road. In line with our portfolio reconstitution strategy, we sold One George Street, unlocking asset value and redeploying the proceeds into other investment opportunities. Although the distributable income from CICT's 45.0% interest in CapitaSpring, Six Battery Road (only upgraded space) and 21 Collyer Quay will only be contributing in FY 2022, our total portfolio property value has improved by 3.5% Y-o-Y to S$22.5 billion as at 31 December 2021. The adjusted net asset value per unit has risen by 3.0% Y-o-Y to S$2.06. As we navigate the uncertain economic environment, we will continue to explore further opportunities for growth and portfolio reconstitution.

Our Resources	Our Value Drivers	2021 Value Created
Properties	• Optimise portfolio reconstitution by recycling capital into higher yielding properties or other growth opportunities • Maximise asset potential • Prioritise product safety and customer well-being • Enhance accessibility to properties (as part of social integration) • Embrace innovation	• Divested One George Street and recycled the sales proceeds into three higher yielding Sydney assets which are pending completion • All properties have green ratings • Maintained seven properties with BCA Universal Design certification • Improved the features of CapitaStar@Work, the mobile app for our office community • Leveraged technology to safeguard our properties

Completed Redevelopment

CAPITASPRING
Value Creation for Long-term Growth

Timeline:

July 2017	February 2018	January 2021	June and August 2021	November 2021
Announced the redevelopment of Golden Shoe Car Park	Conducted the groundbreaking ceremony	Achieved topping-out milestone	Achieved phased TOP for the office component	Achieved final TOP for the rest of the development

CapitaSpring is a verdurous integrated development offering work, live, play spaces in a vertically connected environment. Standing at 280 metres in the heart of Singapore's central business district at Raffles Place, the brand-new skyscraper encompasses premium grade A offices, Citadines Raffles Place Singapore managed by The Ascott Limited, a hawker centre and ancillary retail space. It was redeveloped from the site of a former car park complex built in the 1980s.

Before Redevelopment

Prior to the redevelopment, Golden Shoe Car Park is a complex with 1,053 car park lots, 46,636 sq ft of ancillary retail and a hawker centre. Valued at S$141.0 million as at 30 June 2017.

CapitaSpring is a joint venture between CICT (45.0% interest), CapitaLand (45.0% interest) and Mitsubishi Estate Co., Ltd. (10.0% interest). CICT has a call option to acquire the commercial component of CapitaSpring from its joint venture partners within five years upon receipt of Temporary Occupation Permit (TOP).

As at 31 December 2021	
Component	51-storey integrated development comprising: • 29 levels of premium Grade A offices • 299-units of serviced residences • Ancillary retail space • A hawker centre • 4-storey botanical promenade Green Oasis and Sky Garden • Technology-enabled social and activity spaces
Net Lettable Area	Office: 661,485 sq ft Retail: 11,902 sq ft Total: 673,387 sq ft
Market Valuation	S$1,940.0 million as at 31 December 2021
Green Rating	• BCA Universal Design Mark Gold PLUS (Design) (2018) • BCA Green Mark Platinum (2018)

After Redevelopment

Scan QR code to view the journey of CapitaSpring's transformation

CapitaSpring has redefined Singapore's city skyline with its iconic architecture. Prominent features include the Green Oasis, a lush botanical promenade spanning four storeys and interspersed with a variety of community and activity spaces. The development also harnesses the latest workplace technologies and lifestyle innovations, marrying the convenience of thoughtfully designed amenities with the nimbleness of core-flex workspace. As part of efforts to nurture an inclusive community at CapitaSpring, the development will have a dedicated Community Manager curating unique events and experiences tailored to the needs of tenants.

In support of the government's drive toward a car-lite society and to promote healthy living, a cycling path, 165 bicycle lots and end-of-trip facilities are included in the development.

Completed AEIs

LOT ONE SHOPPERS' MALL
Rejuvenated and Refreshed

The cinema reopened on 24 September 2021 on Levels 5 and 6 with eight reformatted digital halls equipped with the latest laser and sound system.


Cinema pre-AEI


Cinema post-AEI: Shifted location and improved frontage

The revamped public library reopened on 28 October 2021 with a nature theme. It is the first local public library with an indoor garden, a repository for nature and sustainability-related contents known as the Green Grove, in addition to exciting new experiences such as augmented reality activities and a hydroponics showcase. The expanded library now spreads over Levels 4 and 5, with collections for adults, teens and children, as well as spaces for toddlers. A rooftop playground occupies a part of the transformed space on Level 5.


Green Grove exhibition area at Level 4 (Photo credit: NLB)

21 COLLYER QUAY
Enhanced and Green

The property commenced its enhancement works in 3Q 2020 and achieved the BCA Green Mark Platinum certification on 1 December 2020 while being retrofitted. The seven-year lease to WeWork, a shared workspace provider, began in late 2021. WeWork is expected to commence operations upon completion of fit-out works in 3Q 2022.


Rendering of WeWork's private office space at 21 Collyer Quay

Ongoing AEIs

SIX BATTERY ROAD
Optimised and Revitalised


Façade of Six Battery Road facing Singapore River

Most of the intended space upgrade at Six Battery Road is completed. The renovated podium block houses new F&B offerings and Standard Chartered's new retail banking hall, which opened its doors on 22 June 2021. A new through-block link now connects Raffles Place to Singapore River, providing greater convenience to both tenants and public. Bar.celona Cava & Tapas are among the new restaurants offering novel dining concepts expected to open in 2Q 2022.

Portfolio Reconstitution

PROPOSED ACQUISTION OF THREE ASSETS IN SYDNEY, AUSTRALIA
Recycling Capital into Higher Yielding Assets

In line with its portfolio reconstitution strategy, CICT divested its 50.0% interest in One George Street for S$640.7 million[1] (or S$2,875 per sq ft) at an exit yield of 3.17% to SG OGS Pte. Ltd. on 9 December 2021. The capital was redeployed to acquire three higher yielding assets in Sydney, Australia at a combined implied NPI yield of 5.1%[2]. 66 Goulburn Street and 100 Arthur Street were acquired from CLA Real Estate Holdings Pte. Ltd. at at an estimated aggregate purchase consideration[3] of A$330.7 million[4] while 101 – 103 Miller Street and Greenwood Plaza was acquired from TGA Miller Street Trust at a purchase price of A$422.0 million[5]. This marks our first foray into Australia, our second overseas developed market after Germany.

Upon completion, the acquisitions will allow CICT to tap into future growth prospects, alongside improving fundamentals in Sydney, Australia.

101-103 Miller Street and Greenwood Plaza, Sydney, Australia

100 Arthur Street, Sydney, Australia

66 Goulburn Street, Sydney, Australia

Scan QR code for a property tour of 66 Goulburn Street and 100 Arthur Street

1 Independent valuation of S$1,175.0 million by Knight Frank Pte Ltd as at 30 September 2021 was based on the capitalisation method and the discounted cash flow method.
2 As announced on 23 December 2021, the Implied NPI is based on the pro forma 1H 2021 annualised NPI of 101 Miller Street and Greenwood Plaza, 66 Goulburn Street and 100 Arthur Street and taking into account the following assumptions: (a) the acquisitions of the two trusts holding 66 Goulburn Street and 100 Arthur Street as well as 101 Miller Street and Greenwood Plaza were completed on 1 January 2021 and held and operated to 30 June 2021; (b) including rental guarantee for 100 Arthur Street; and (c) the tenants and committed tenants of 100 Arthur Street as at 30 September 2021 were in place on 1 January 2021.
3 The estimated purchase consideration is based on the adjusted net asset value of the trusts that hold the two assets, being (i) the total assets of the two trusts taking into account the agreed property value for the properties (which was negotiated on a willing buyer willing seller basis), other adjustments and other assets; and less (ii) the total amount of liabilities of the two trusts (including the external bank loans taken out by the trusts).
4 Independent valuations of A$300.0 million for 66 Goulburn Street and A$372.0 million for 100 Arthur Street by Jones Lang LaSalle Advisory Services Pty Limited and CBRE Valuations Pty Limited as at 15 November 2021 were based on the capitalisation method and the discounted cash flow method.
5 Independent valuation of A$422.0 million by Savills Valuations Pty Ltd as at 1 December 2021 was based on the capitalisation method and the discounted cash flow method.

REPORTING SCOPE AND PERIOD

This report covers CICT's portfolio of 22 Singapore properties comprising 11 malls, six offices and five integrated developments as well as two German office properties from 1 January to 31 December 2021.

OUR COMMITMENT AND APPROACH

As a CapitaLand Investment-sponsored Real Estate Investment Trust (REIT), CICT is managed externally by wholly owned subsidiaries of CapitaLand which include the Manager (CICTML) and Property Managers who oversee the daily property operations. The Manager and Property Managers are responsible for the Trust, property and portfolio operations of CICT, and their respective teams are identified as employees of the Trust.

The Manager and the Property Managers abide by CapitaLand's sustainability framework, policies and guidelines, as well as ethics and code of business conduct. Adhering to CapitaLand's core values, CICT's sustainability objectives and strategies are aligned with CapitaLand's credo, 'Building People, Building Communities'. CICT upholds this approach and implements it across human capital strategies, asset and portfolio strategies, operations management, stakeholders' engagements and community development. In a fast-evolving business landscape, we actively embrace innovation to ensure commercial viability without compromising the environment for future generations.

CICT maintains high standards of corporate governance and transparency to safeguard Unitholders' interests. As a testament of our efforts to strengthen environmental, social and governance (ESG) standards, CICT is listed in ESG indices such as FTSE4Good Index Series, iEdge ESG Leaders Index and iEdge ESG Transparency Index.

Board Statement

At CICT, sustainability is at the core of everything we do. We are committed to growing in a responsible manner, delivering long term economic value, and contributing to the environmental and social well-being of our communities. The material environment, social and governance (ESG) factors have been identified with set targets for 2030, in alignment with CapitaLand 2030 Sustainability Master Plan. This will be reviewed by the Board of the Manager of CICT together with management every two years.

CICT's ESG plan steers our efforts on a common course to maximise impact through building a resilient and resource efficient real estate portfolio, enabling thriving and future-adaptive communities, and accelerating sustainability innovation and collaboration. Ambitious ESG targets have been set which include carbon emissions reduction targets validated by the Science Based Targets initiative (SBTi).

The Board of the Manager of CICT is responsible for overseeing the Company's sustainability efforts, and takes these ESG factors into consideration in determining its strategic direction and priorities.

The Board also approves the executive compensation framework based on the principle of linking pay to performance. The Manager's business plans are translated to both quantitative and qualitative performance targets, including sustainable corporate practices.

CICT is aligned with CapitaLand Group's 2030 Sustainability Master Plan (SMP) unveiled in 2020 to elevate the Group's commitment to global sustainability in the built environment. The Master Plan focuses on the following three key pillars to drive CapitaLand's sustainability efforts in the environment, social and governance (ESG) pillars, enabling the Group to create a larger positive impact for the environment and society. The three key pillars are underpinned by strong governance and sustainable financial performance.

1. Build portfolio resilience and resource efficiency
2. Enable thriving and future-adaptive communities
3. Accelerate sustainability innovation and collaboration

There are five identified pathways to achieve our sustainability objectives. We will adapt our strategies as technologies evolve and new scientific data becomes available.

1. **Integrate Sustainability in CapitaLand's Real Estate Life Cycle**
   From the earliest stage of our investment process, to design, procurement, construction, operations and redevelopment or divestment, sustainability targets will be embedded in policies, processes, best practices, and key performance indicators of our business operations.

2. **Strengthen Innovation and Collaboration to Drive Sustainability**
   CapitaLand will continue to source globally for new ideas and technologies to meet our sustainability ambitions and work with like-minded partners to create shared values.

3. **Leverage Sustainability Trends and Data Analytics**
   This allows CapitaLand to track critical performance and progress in water usage, waste management, energy consumption, carbon emissions, and health and safety. These measurements, along with social indicators are key to driving performance improvement across our operating properties and development projects.

4. **Monitor and Report Progress To Ensure Transparency**
   As CapitaLand track its sustainability progress, performance will continue to be validated by external assurance and be aligned to its Global Sustainability Report with international standards.

5. **Increase Engagement and Communication With Key Stakeholder**
   It is key to build awareness among our employees, investors, customers and communiites, and collectively effect transformational change to achieve our 2030 targets.

PUSH BOUNDARIES OF CHANGE

To push the boundaries of change, CapitaLand will transit to a low-carbon business that is aligned with climate science. In November 2020, CapitaLand had its emissions reduction targets approved by the Science-based Targets initiative (SBTi) for a 'well-below 2°C' scenario. The targets are in line with the goals of the Paris Agreement to keep global temperature rise well below 2°C in this century. CapitaLand is also developing a new metric, Return on Sustainability, in addition to the regular financial return to measure the Group's ESG impact.

CapitaLand has launched the inaugural CapitaLand Sustainability X Challenge (CSXC), the first sustainability focused innovation challenge by a Singapore headquartered real estate company that globally sources for emerging sustainability technologies and solutions in the built environment. The CSXC covers seven challenge statements and reflect the key themes and goals in CapitaLand's 2030 Sustainability Master Plan.

CICT aims to capitalise on its environmental sustainability achievements to tap into sustainable financing opportunities and diversify its funding sources. As such, CICT established a Green Finance Framework in February 2022 to expand its funding sources from green loans to green bonds. In FY 2021, CICT raised about S$1.6 billion of green/ sustainability-linked loans.

CAPITADNA

Core Values

Winning Mindset	Integrity	Respect	Enterprising
Commitment to our Stakeholders			
We create great customer value and experiences through high-quality products and services. For our **Customers** (Tenants & Shoppers)	We deliver sustainable unitholder returns and build a strong global network of capital partners. For our **Investors** (Including Business Partners)	We develop high-performing people and teams through rewarding opportunities. For our **People** (Employees)	We care for and contribute to the economic, environmental and social development of communities. For our **Communities** (Government agencies, NGOs, public, environment, suppliers)

BOARD, TOP MANAGEMENT AND STAFF COMMITMENT AND INVOLVEMENT

CapitaLand's sustainability management comes under the purview of the CapitaLand Sustainability Council. The Sustainability Council comprises selected CLI Board's independent directors and members of the CapitaLand Executive Committee. It is supported by the Group Sustainability Office and various work teams to drive continued progress and improvement in the areas of ESG. It was chaired by one of CLI Board's independent directors and member of its Executive Resource and Compensation Committee and Risk Committee. The work teams comprise representatives from CapitaLand business units and corporate functions. Each business unit has its own Environmental, Health and Safety (EHS) Committee to drive initiatives in countries where the Group operates with support from various departments.

STRATEGIC SUSTAINABLITY MANAGEMENT STRUCTURE

CapitaLand Board of Directors

↓

CapitaLand Sustainability Council

Strategic oversight of ESG policies and integration

↓

CapitaLand Management Council

Strategic management of ESG implementation across the Group

↓

Various Sustainability Work Teams involving business units and corporate departments covering:
- Investments
- Environment, health and safety
- Innovation
- Stakeholder engagement
- Enterprise risk management

↓

All Staff

CICTML BOARD OF DIRECTORS

↓

Sustainability Committee Chairman: CEO

Members from:
- Management Team
- Portfolio Management
- Investments
- Finance and Risk Management
- Investor Relations

Focus: Management and implementation of CICT's sustainability objectives and strategies

↓

Working Committee

Representatives from:
- Investments & Portfolio Management
- Finance
- Investor Relations
- Asset Management
- Property Management

CEO of Retail & Workspace is responsible for EHS matters in CapitaLand Singapore's operating portfolio including CICT's properties.

CEO and Executive Director of the Manager of CICT is accountable for the Trust's EHS performance. He is supported by CICT's sustainability committee comprising members of CICT's management team, as well as a working committee which includes members from the Property Managers and Asset Management team. CICT's sustainability committee updates the Manager's Board on the REIT's ESG matters on a semi-annual basis.

MATERIALITY

The Manager and Property Managers have a regular review, assessment and feedback process in relation to ESG topics. One key avenue is the Group-wide Risk and Control Self-Assessment exercise, which entails the identification, assessment and documentation of material risks and corresponding internal controls. These material risks include fraud and corruption, environmental (e.g. climate change), health and safety, and human capital risks which are ESG-relevant. Guided by CapitaLand's 2030 Sustainability Master Plan, the Group's commitment to global sustainability in the built environment is elevated, as we identify and review material issues that are most relevant and significant to us and our stakeholders. For external stakeholders, priority is given to issues important to the society and applicable to CLI.

We engage our stakeholders regularly through various platforms to identify and assess material issues which significantly impact business operations and stakeholders. These engagements include facilitating regular dialogue/ feedback sessions with relevant government agencies through member representations in these agencies such as the Building and Construction Authority (BCA), National Environment Agency (NEA) and Ministry of Manpower (MOM); participation in public forums and conferences; customer engagements and employee engagement surveys; and other engagements where relevant with SGX-ST. The Trust also gains insight into potential material issues identified by industry associations, investment bodies as well as sustainability surveys and benchmarks. The Manager is a member of REIT Association of Singapore (REITAS) and Singapore Institute of Directors.

The material topics and boundaries are summarised on pages 204 and 205.

PRIORITISATION OF ESG MATERIAL ISSUES

Pillars of 2030 Sustainability Master Plan	Material ESG Factors/Indicators	
	Critical	Moderate and Emerging
BUILD **Portfolio Resilience and Resouce Efficiency**	• Climate change and carbon reduction • Energy efficiency • Water management	• Waste management • Biodiversity
ENABLE **Thriving and Future-Adaptive Communities**	• Occupational health & safety • Human capital • Stakeholder engagement • Supply chain managment • Diversity (board and staff)	• Human rights
ACCELERATE **Sustainability Innovation and Collaboration**	• Products and services (incl. customer health and safety)	
Anchored by Strong **Governance & Sustainabile Financial Performance**	• Compliance • Business ethiics	

Creating Value and Alignment to United Nations Sustainable Development Goals (UN SDGs)

The Guiding Principles of the International Integrated Reporting Council Framework were referenced in this report, and the value we create is mapped into five resources and against the eight key UN SDGs that are most aligned with CapitaLand's Master Plan 2030 targets, and where the greatest positive impact can be achieved.

Pillars of 2030 Sustainability Master Plan and Focus Areas	Our Commitments	Our Resources
BUILD **Portfolio Resilience and Resouce Efficiency** • Low Carbon Transition • Water Conservation and Resilience • Waste Management and Circular Economy	• Transit to low-carbon business and reduce energy consumption through improved energy efficiency and increase use of renewable energy • Reduce water consumption, reuse water and prevent water pollution • Green our operational portfolio by 2030 • Strengthen climate resilience of our portfolio by addressing climate related risks and opportunities throughout the real estate lifecycle	**Environment** **Properties**
ENABLE **Thriving and Future-Adaptive Communities** • Dynamic Human Capital • Healthy and Safe Buildings • Proactive Customer Relationship Management • Robust Supply Chain Management	• CapitaLand believes that regardless of ethnicity, age or gender, staff can make a significant contribution based on their talent, expertise and experience. We adopt consistent, equitable, and fair labour policies and practices in rewarding as well as developing staff under the direct hire of CapitaLand • CapitaLand is a signatory to the UN Global Compact • CapitaLand aims to provide a work environment that is safe and contributes to the general well-being of our staff. tenants, contractors, suppliers and the communities that use our properties • CapitaLand's Supply Chain Code of Conduct influences its supply chain to operate responsibly in the areas of anti-corruption, human rights, health and safety, as well as environmental management • CapitaLand requires third-party service providers and vendors to adhere to anti-bribery and anti-corruption provisions • CapitaLand is committed to activities that are aligned with our focus on community investment. We engage our stakeholders in raising awareness in the areas of philanthropy, environment, health and safety, as well as promote sustainability within the tenant community	**Stakeholders & Communities** **Organisational**
ACCELERATE **Sustainability Innovation and Collaboration** • Sustainable Operational Excellence • Sustainable Finance • Sustainability Innovation and Technology	• Maintain safe, accessible, vibrant and quality real estate developments to enhance the lives of our shoppers, tenants, serviced residence and hotel guests, homeowners and members of the community • Integrate CapitaLand's ESG performance with financial metrics • Actively embrace innovation to ensure commercial viability without compromising the environment for future generations	**Properties** **Organisational Capital** **Financial Capital**

Trust Structure

UNITHOLDERS

Investment in CICT

Distributions

MANAGER
CapitaLand Integrated Commercial Trust Management Limited

Management Services

Management Fees

CapitaLand Integrated Commercial Trust

Represents Interests of Unitholders

Trustee's Fees

TRUSTEE
HSBC Institutional Trust Services (Singapore) Limited

Ownership of Assets

Net Property Income

PROPERTY MANAGERS

CapitaLand Retail Management Pte Ltd (CRMPL)

CapitaLand Commercial Management Pte. Ltd. (CCMPL)

CapitaLand (RCS) Property Management Pte. Ltd.[1]

Property Management Services

Property Management Fees

PROPERTIES

Retail and Integrated Developments

1. Bedok Mall
2. Bugis+
3. Bugis Junction
4. Clarke Quay
5. IMM Building
6. Junction 8
7. Lot One Shoppers' Mall
8. Tampines Mall
9. Westgate
10. Bukit Panjang Plaza (90 out of 91 strata lots)
11. JCube[2]
12. Funan
13. Plaza Singapura
14. The Atrium@Orchard
15. Raffles City Singapore
16. CapitaSpring (45.0% interest)

Office

1. Asia Square Tower 2
2. CapitaGreen
3. Capital Tower
4. Six Battery Road
5. 21 Collyer Quay
6. Gallileo, Germany (94.9% interest)[3]
7. Main Airport Center, Germany (94.9% interest)[3]

1 CapitaLand (RCS) Property Management Pte. Ltd. only manages Raffles City Singapore.
2 Announced divestment of JCube in January 2022. Completion expected in 1Q 2022.
3 Managed by third party service providers in Germany.

Organisation Structure

THE MANAGER
CAPITALAND INTEGRATED COMMERCIAL TRUST MANAGEMENT LIMITED

BOARD OF DIRECTORS

Chief Executive Officer
Tony Tan Tee Hieong

Head, Investment & Portfolio Management
Jacqueline Lee

Chief Financial Officer
Wong Mei Lian

Head, Investor Relations
Ho Mei Peng

Our Board of Directors

TEO SWEE LIAN
Chairman
Non-Executive Independent Director

TONY TAN TEE HIEONG
Chief Executive Officer
Executive Non-Independent Director

QUEK BIN HWEE
Non-Executive Independent Director

LEO MUN WAI
Non-Executive Independent Director

JEANN LOW NGIAP JONG
Non-Executive Independent Director

STEPHEN LIM BENG LIN
Non-Executive Independent Director

JONATHAN YAP NENG TONG
Non-Executive Non-Independent Director

LIM CHO PIN ANDREW GEOFFREY
Non-Executive Non-Independent Director

LEE KHAI FATT, KYLE[1]
Non-Executive Independent Director

NG WAI KING[1]
Non-Executive Independent Director

1 Retired with effect from 1 November 2021.

TEO SWEE LIAN, 62

Chairman
Non-Executive Independent Director

- Bachelor of Science (First Class Honours) in Mathematics, Imperial College of Science and Technology, University of London, UK
- Master of Science in Applied Statistics, University of Oxford, UK

Date of first appointment as a Director
12 April 2019
Date of appointment as Chairman
12 April 2019
Length of service as a Director (as at 31 December 2021)
2 years 8 months

Board committee served on
- Nominating and Remuneration Committee (Chairman)

Present directorships in other listed companies
- AIA Group Limited
- Singapore Telecommunications Limited

Present principal commitments
- Asian Bureau of Finance & Economic Research, National University of Singapore (Council Member)
- Avanda Investment Management Pte. Ltd. (Director)
- CSCC Agape Fund, Caritas Singapore Community Council Limited (Member of the Board of Trustees)
- Clifford Capital Holdings Pte. Ltd. (Director)
- Clifford Capital Pte. Ltd. (Director)
- Dubai Financial Services Authority, United Arab Emirates (Director)
- Duke-NUS Medical School (Member of Governing Board)

Background and working experience
- Special Advisor, Managing Director's Office of Monetary Authority of Singapore (MAS) (From September 2013 to June 2015)
- Deputy Managing Director, Financial Supervision of MAS (From April 2010 to August 2013)
- Deputy Managing Director, Prudential Supervision of MAS (From March 2005 to March 2010)

Awards
- The Public Administration Medal (Gold) (Bar) (2012)
- The Public Administration Medal (Gold) (2006)
- The Public Administration Medal (Silver) (1999)

TONY TAN TEE HIEONG, 55

Chief Executive Officer
Executive Non-Independent Director

- Bachelor of Accountancy, National University of Singapore
- Master of Business Administration, University of Manchester, UK

Date of first appointment as a Director
1 May 2017
Length of service as a Director (as at 31 December 2021)
4 years 8 months

Board committee served on
- Executive Committee (Member)

Background and working experience
- Senior Vice President, CEO's Office of CapitaLand Mall Asia Limited (From 1 April 2017 to 30 April 2017)
- CEO of CapitaLand Retail China Trust Management Limited (From July 2010 to March 2017)
- Deputy CEO of CapitaRetail China Trust Management Limited (From April 2010 to June 2010)
- Head, Finance of CapitaRetail China Trust Management Limited (From September 2007 to June 2010)
- Asia Pacific Treasurer of IKEA (From August 1998 to September 2007)
- Treasury Accountant of Wearnes International (From May 1995 to August 1998)
- Money Market Dealer of Credito Italiano Bank (From April 1994 to May 1995)
- Money Market Broker of Harlow Ueda Sassoon (From November 1992 to April 1994)
- Auditor of Ernst & Young (From June 1991 to October 1992)

QUEEK BIN HWEE, 64

Non-Executive Independent Director

- Bachelor of Accountancy (Honours), University of Singapore
- Chartered Accountant of Singapore

Date of first appointment as a Director
3 November 2020
Length of service as a Director (as at 31 December 2021)
1 year 2 months

Board committee served on
- Audit Committee (Chairman)

Present directorship in other listed company
- SIA Engineering Company Limited

Present principal commitments
- Certis Cisco Security Pte. Ltd. (Director and Chairman of Audit Committee)
- Mapletree Oakwood Holdings Pte. Ltd. (Director)
- National Heritage Board (Board Member and Chairman of Audit Committee)

Past directorship in other listed company held over the preceding three years
- CapitaLand Commercial Trust Management Limited (manager of CapitaLand Commercial Trust[1])

Background and working experience
- Vice Chairman of PricewaterhouseCoopers (PwC) Singapore (From 2013 to 2017)
- PwC Asia Leadership Team (From 2012 to 2016)
- Partner of PwC and Price Waterhouse (From 1991 to 2017)
- Board Member and Member of Audit, Investment and Personnel Committees of Maritime and Port Authority of Singapore (From 2015 to 2021)
- Member of Governing Board and Chairman of Audit Committee of Duke-NUS Medical School (From 2013 to 2020)
- President of Singapore Anti-Narcotics Association (From 2013 to 2019)
- Board Member and Member of Audit Committee of Housing & Development Board (From 2002 to 2012)

Awards
- The Public Service Star (BBM) (2017)
- The Public Service Medal (PBM) (2012)

LEO MUN WAI, 56

Non-Executive Independent Director

- Bachelor of Accountancy, National University of Singapore
- Master of Finance, International Finance, RMIT University, Singapore

Date of first appointment as a Director
1 January 2021
Length of service as a Director (as at 31 December 2021)
1 year

Board committee served on
- Audit Committee (Member)

Present principal commitments
- Great Eastern General Insurance Limited (Director and Chairman of Audit Committee and Member of Sustainability Committee)
- The Great Eastern Life Assurance Company Limited (Director and Chairman of Audit Committee and Member of Sustainability Committee)

Background and working experience
- Self-employed consultancy work (From April 2012 to Present)
- Managing Director and Advisor of State Street Bank and Trust Company (From May 2015 to November 2015)
- Senior Partner of Capelle Consulting Pte. Ltd. (From February 2014 to March 2015)
- Monetary Authority of Singapore Academy (From April 2012 to January 2014)
- Assistant Managing Director (Capital Markets) of Monetary Authority of Singapore (From April 2010 to March 2012)

1 Delisted from the Official List of the Singapore Exchange Securities Trading Limited on 3 November 2020.

JEANN LOW NGIAP JONG, 61

Non-Executive Independent Director

- Bachelor of Accountancy (Honours), National University of Singapore
- Fellow of the Institute of Singapore Chartered Accountants

Date of first appointment as a Director
16 August 2021
Length of service as a Director (as at 31 December 2021)
5 months

Board committee served on
- Audit Committee (Member)

Present directorships in other listed companies
- Advanced Info Service Public Company Limited
- Intouch Holdings Public Company Limited

Present principal commitments
- Advanced Wireless Network Co., Ltd. (Director)
- Amobee Asia Pte. Ltd. (Director)
- Amobee Group Pte. Ltd. (Director)
- Amobee Inc. (Director)
- Amobee Ltd. (Director)
- Lee Kong Chian School of Medicine, Nanyang Technological University of Singapore (Member of Governing Board)
- Singapore Telecommunications Limited (Senior Advisor)
- Singtel Asian Investments Pte. Ltd. (Director)
- Singtel Strategic Investments Pte. Ltd. (Director)
- Trustwave Holdings, Inc. (Director)

Background and working experience
- Group Chief Corporate Officer of Singapore Telecommunications Limited (From April 2015 to April 2021)
- Group Chief Financial Officer of Singapore Telecommunications Limited (From September 2008 to April 2015)

Awards
- Best Chief Financial Officer (Singapore & Southeast Asia), Corporate-Institutional Investor Awards (2012)
- Best Chief Financial Officer (Singapore), Asian Excellence Recognition Awards (2012)
- Best Chief Financial Officer, Singapore Corporate Awards (2010)

STEPHEN LIM BENG LIN, 63

Non-Executive Independent Director

- Bachelor of Science, Electrical and Electronics Engineering, University of Birmingham, UK
- Master in Business Administration and Management, General, Imperial College London, UK

Date of first appointment as a Director
16 August 2021
Length of service as a Director (as at 31 December 2021)
5 months

Board committee served on
- Nominating and Remuneration Committee (Member)

Present directorship in other listed company
- PT Diamond Food Indonesia Tbk

Present principal commitments
- Christian Columbarium Pte Ltd (Chairman)
- ESP Aspire Holding Pte. Ltd. (Director)
- Housing & Development Board (Board Member)
- SQL View Pte Ltd (Chief Executive Officer and Managing Director)

Background and working experience
- Chief Executive Officer and Managing Director of SQL View Pte Ltd (From May 1992 to Present)

Awards
- The Meritorious Service, NTUC May Day Awards (2021)
- Friend of Labour, NTUC May Day Awards (2018)
- Person of the Year, Singapore Computer Society IT Leader Awards (2007)
- Singapore Youth Award (1993)

JONATHAN YAP NENG TONG, 54

Non-Executive Non-Independent Director

- Bachelor of Science in Estate Management (Honours), National University of Singapore
- Master of Science in Project Management, National University of Singapore

Date of first appointment as a Director
10 October 2019
Length of service as a Director (as at 31 December 2021)
2 years 2 months

Board committees served on
- Executive Committee (Chairman)
- Nominating and Remuneration Committee (Member)

Present directorships in other listed companies
- Ascendas Property Fund Trustee Pte. Ltd. (trustee-manager of Ascendas India Trust)
- CapitaLand Malaysia REIT Management Sdn. Bhd. (manager of CapitaLand Malaysia Trust)

Present principal commitments
- CapitaLand Investment Limited (CEO, Fund Management)
- Institute of South Asian Studies, National University of Singapore (Member of Management Board)
- REIT Association of Singapore (President of Executive Committee)

Past directorship in other listed company held over the preceding three years
- CapitaLand Commercial Trust Management Limited (manager of CapitaLand Commercial Trust[1])

Background and working experience
- President, CapitaLand Financial of CapitaLand Group (From July 2019 to September 2021)
- Group Chief Operating Officer of Ascendas-Singbridge Pte. Ltd. (From July 2018 to June 2019)
- Group Chief Financial Officer of Ascendas-Singbridge Pte. Ltd. (From September 2017 to June 2019)
- Chief Investment Officer and Head of Real Estate Funds of Ascendas-Singbridge Pte. Ltd. (From June 2015 to November 2017)
- Assistant Group Chief Executive Officer for Overseas Funds & India of Ascendas Pte Ltd (From July 2012 to May 2015)
- Head of Real Estate Funds of Ascendas Pte Ltd (From January 2008 to May 2015)
- Executive Director and Chief Executive Officer of Ascendas Property Fund Trustee Pte. Ltd. (From June 2007 to September 2014)

1 Delisted from the Official List of the Singapore Exchange Securities Trading Limited on 3 November 2020.

LIM CHO PIN ANDREW GEOFFREY, 52

Non-Executive Non-Independent Director

- Bachelor of Commerce (Economics), University of Toronto, Canada
- Master in Business Administration, Rotman School of Business, University of Toronto, Canada
- Chartered Financial Analyst® and Member, CFA Institute

Date of first appointment as a Director
1 January 2021
Length of service as a Director (as at 31 December 2021)
1 year

Board committee served on
- Executive Committee (Member)

Present directorships in other listed companies
- Ascendas Funds Management (S) Limited (manager of Ascendas Real Estate Investment Trust)
- Ascott Business Trust Management Pte. Ltd. (trustee-manager of Ascott Business Trust)
- Ascott Residence Trust Management Limited (manager of Ascott Real Estate Investment Trust)
- CapitaLand China Trust Management Limited (manager of CapitaLand China Trust)
- CapitaLand Malaysia REIT Management Sdn. Bhd. (manager of CapitaLand Malaysia Trust)

Present principal commitments
- Accounting for Sustainability Circle of Practice (Member)
- CapitaLand Investment Limited (Group Chief Financial Officer)
- Institute of Singapore Chartered Accountants' CFO Committee (Member)
- Sport Singapore (Singapore Sports Council) (Director and Chairman of Audit Committee)

Past directorships in other listed companies held over the preceding three years
- CapitaLand Commercial Trust Management Limited (manager of CapitaLand Commercial Trust[1])
- CapitaLand Mall Trust Management Limited (manager of CapitaLand Mall Trust) (from 1 May 2017 to 9 October 2019)

Background and working experience
- President of REIT Association of Singapore (From 4 May 2018 to 25 September 2020)
- Group Chief Financial Officer (Designate) of CapitaLand Limited (From November 2016 to December 2016)
- Managing Director and Head of SEA Coverage Advisory of HSBC Global Banking (From January 2016 to December 2016)
- Managing Director and Head of SEA Real Estate of HSBC Global Banking (From January 2015 to December 2015)
- Managing Director, SEA Investment Banking of HSBC Global Banking (From April 2013 to December 2014)
- Director, SEA Investment Banking of HSBC Global Banking (From April 2010 to March 2013)
- Associate Director, Investment Banking of HSBC Global Banking (From April 2007 to March 2010)
- Associate, Investment Banking of HSBC Global Banking (From July 2004 to March 2007)

Trust Management Team

TONY TAN TEE HIEONG
CHIEF EXECUTIVE OFFICER (CEO)

Tony is the CEO of CICTML since 1 May 2017. He is responsible for leading the management team in the planning and execution of CICT's value creation and growth strategy, including matters relating to operations, environmental, social and governance (ESG) aspects of the business.

Tony has more than 14 years of experience in the Singapore REITs industry as a CEO and Head of Finance. In addition, he has more than 25 years of experience in international treasury, finance and risk management. Tony's working experience is detailed in the Board of Directors section. Tony holds a Master of Business Administration (Distinction) from the University of Manchester, United Kingdom, and a Bachelor of Accountancy degree from the National University of Singapore.

WONG MEI LIAN
CHIEF FINANCIAL OFFICER (CFO)

Mei Lian heads the Finance team which is responsible for financial reporting, accounting, taxation, treasury and capital management functions of CICT. The Finance team also works closely with the Investment & Portfolio Management team to support the requirements of investment assessments and adopts a proactive capital management strategy to optimise portfolio value.

Mei Lian served in senior finance roles in various entities and has more than 25 years of experience in corporate finance and treasury, including close to 18 years in real estate and the Singapore REITs industry. Prior to this appointment, Mei Lian was Senior Vice President, Capital Partnership and Development of CapitaLand Financial and has held leadership positions in Ascendas-Singbridge and Mapletree Group. Mei Lian graduated with a Bachelor of Business Administration degree from National University of Singapore.

JACQUELINE LEE
HEAD, INVESTMENT & PORTFOLIO MANAGEMENT (IPM)

Jacqueline heads the IPM team of CICTML and is responsible for value creation, including portfolio reconstitution. The IPM team sources, assesses, proposes and executes appropriate acquisitions, divestments, redevelopments and other optimisation initiatives to enhance CICT's portfolio value. The team also reviews and oversees asset enhancement initiatives to optimise portfolio performance.

Jacqueline has extensive experience in real estate, including investment, corporate finance and engineering. Prior to joining CICTML, she worked in a public listed company handling mergers, acquisitions, divestments and business valuation. Jacqueline has more than 12 years of experience in the Singapore REIT industry. She holds a Master of Business Administration from the University of Sydney, Australia, and a Master of Arts and a Bachelor of Arts (Honours) in Engineering Science from the University of Oxford, United Kingdom.

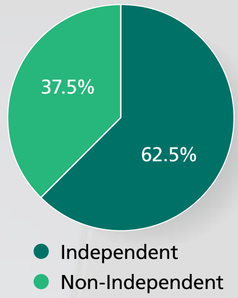
HO MEI PENG
HEAD, INVESTOR RELATIONS (IR)

Mei Peng heads the IR team of CICTML. The team is responsible for cultivating relationships and facilitating clear, timely communications and engagements with Unitholders and stakeholders, including analysts and investors. The clear and timely communications with Unitholders and stakeholders are through various online and face-to-face channels. Alongside the management, the team engages investors and analysts regularly and develops communication collaterals such as results and acquisition news releases, annual reports, website and presentations for financial reporting, business updates and corporate actions.

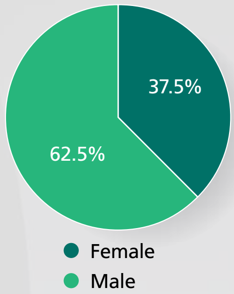
Mei Peng has more than 20 years of experience in investor relations, communications and marketing in the real estate and Singapore REIT industry. Mei Peng graduated with an Honours degree in Japanese Studies from the National University of Singapore.

GOVERNANCE

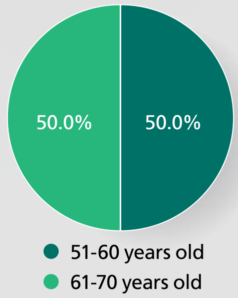
BOARD INDEPENDENCE



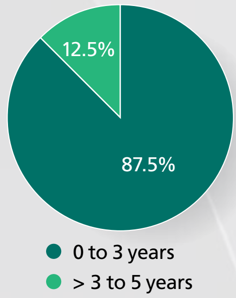
BOARD GENDER DIVERSITY



AGE SPREAD



TENURE MIX



8 Board Members

Chairman of the Board is an Independent Director

All members of the Audit Committee (AC), including the Chairman of the AC, are Independent Directors

Formation of Nominating and Remuneration Committee (NRC) in 2021 with an independent Chairman

None of the Directors has served more than 5 years on the Board as at 31 December 2021

New Directors with effect from 16 August 2021:

- Ms Jeann Low Ngiap Jong (Non-Executive Independent Director and member of the AC)
- Mr Stephen Lim Beng Lin (Non-Executive Independent Director and member of the NRC (with effect from 25 October 2021))

Changes to the Board and the AC composition in 2021:

- Cessation of Mr Jonathan Yap as member of the AC with effect from 25 October 2021
- Retirement of Mr Lee Khai Fatt, Kyle as Non-Executive Independent Director and Chairman of the AC with effect from 1 November 2021
- Retirement of Mr Ng Wai King as Non-Executive Independent Director and member of the AC with effect from 1 November 2021
- Appointment of Mrs Quek Bin Hwee as Chairman of the AC with effect from 1 November 2021

The Manager has established internal control procedures to ensure that all **Interested Person Transactions** are undertaken on an **arm's length basis and on normal commercial terms**

Executive compensation framework is based on the key principle of linking pay to performance

Zero tolerance stance against fraud, bribery and corruption (FBC)

Communicate the commitment to integrity from the top through policies and practices, such as FBC Risk Management Policy, Whistle-blowing Policy, Ethics and Code of Business Conduct Policies, among others

The Manager abides by MAS' guidelines on the prevention of money laundering and countering the financing of terrorism and has a policy on the prevention of money laundering and terrorism financing

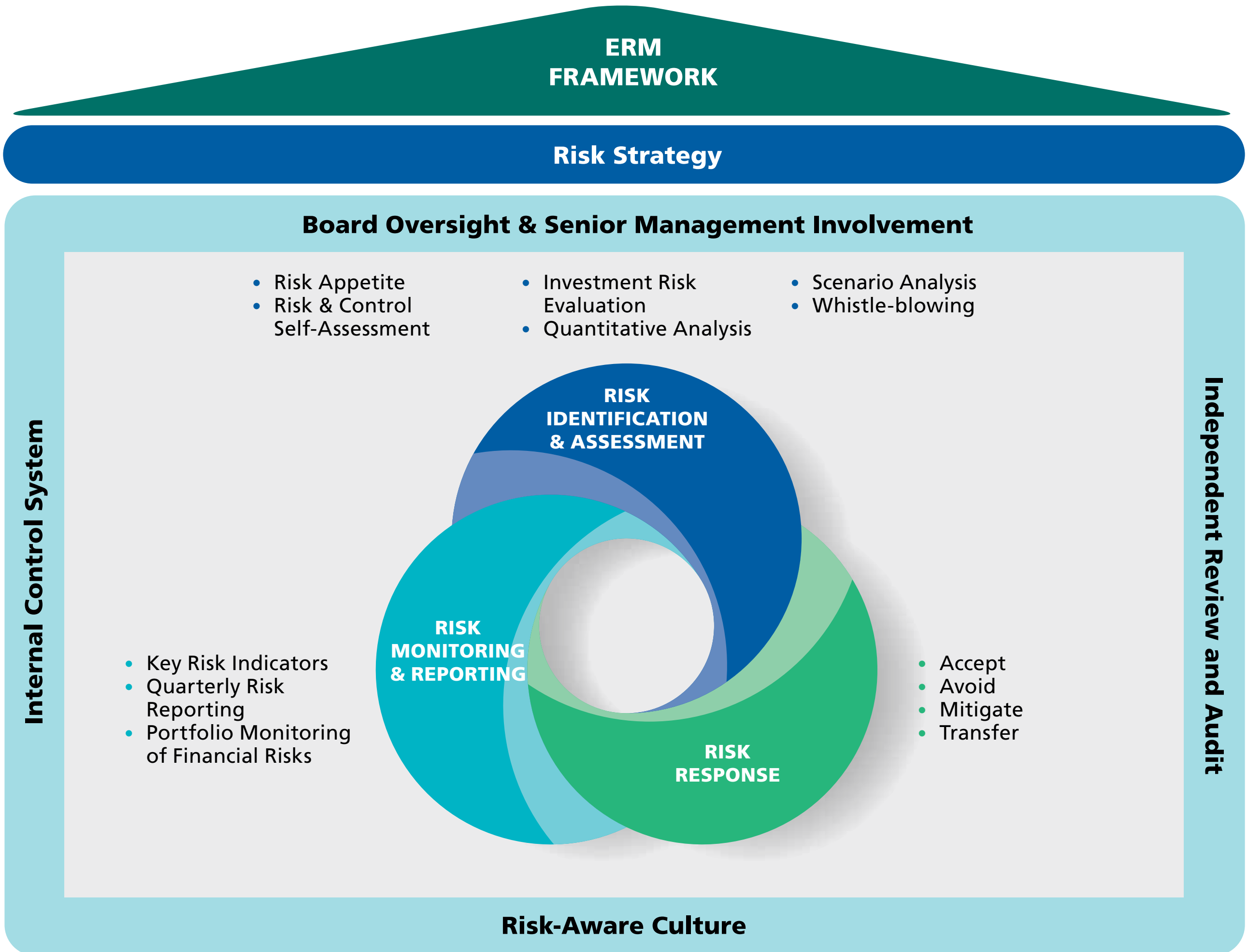
Constituent of the SGX Fast Track recognising the efforts and achievements of listed issuers which have upheld high standards of corporate governance and maintained a good compliance track record

CapitaLand Integrated Commercial Trust and its subsidiaries (CICT Group) believes in maintaining a robust risk management framework to proactively identify, assess and respond to material risks that can impact our objective to deliver stable distributions and sustainable total returns to CICT Unitholders.

By adhering to pre-defined risk parameters within the Manager's Enterprise Risk Management (ERM) Framework (ERM Framework) and pursuing a risk strategy of optimisation of opportunities within the approved risk appetite levels instead of risk minimisation, we position CICT Group for long-term sustainable results.

ENSURING BEST-IN-CLASS RISK MANAGEMENT STANDARDS AND APPROACHES TO OPTIMISE OPPORTUNITIES

The ERM Framework is adapted from the International Organization for Standardisation (ISO) 31000 International Risk Management Standards and is benchmarked against other relevant best practices and guidelines and reviewed annually to ensure its continued relevance and practicality. It sets out the required environmental and organisational components needed to identify, assess, respond, monitor and report material risks in an integrated, systematic and consistent manner as depicted below.



1

Board oversight and senior management involvement

The Manager's Board of Directors (the Board), assisted by the Audit Committee (AC), approves CICT Group's risk appetite which determines the nature and extent of material risks CICT Group is willing to take to achieve its strategic objectives.

The Board also oversees the ERM Framework; regularly reviews CICT Group's risk profile, material risks and mitigation strategies; and ensures the adequacy and effectiveness of the risk management framework and policies.

CICT Group's management team directs and monitors the implementation and practice of ERM across the CICT Group.

2

A robust internal control system

Specialist support functions as the second line of defense are responsible for the design and implementation of effective internal controls using a risk-based approach.

3

Regular independent review and audit

Internal and External Audit as the third line of defense reviews the adequacy and effectiveness of risk management and internal control systems design and its implementation so as to provide reasonable assurance to the AC on their adequacy and effectiveness.

4

Developing a strong risk-aware culture

The Manager works closely with the risk management department at CapitaLand Investment Limited (CLI), as well as various specialist support functions, to ensure risk management practices are implemented consistently.

- Regular risk workshops to ensure these practices are embedded in our decision-making and business processes.
- CICT Group's management team reinforces the risk-aware culture by setting the 'tone at the top' and lead by example, and communicates the risk strategy through Group-wide messages.

CICT GROUP'S MATERIAL RISKS AND OPPORTUNITIES

A Group-wide Risk and Control Self-Assessment (RCSA) is conducted annually to identify the material risks, including new and emerging events, that CICT Group faces in delivering our strategic objectives, its mitigating measures and the opportunities. From the 2021 RCSA results, the measures taken to mitigate the material risks and opportunities to capitalise on are set out below:

Material Risks	Risk Details	Opportunities	Key Mitigating Actions
Business Interruption/ Pandemic	• Business disruptions arising from the COVID-19 pandemic have resulted in potential structural disruptions to some of the real estate asset classes, particularly in the retail and office sectors. • It also spurred stakeholders' attention on the diversification and resilience in CICT Group's supply chain. • It accelerated the pace of pre-existing trends on digital adoption, which has disrupted and transformed the real estate industry to an even greater extent. • Exposure to sudden and major disaster events such as pandemic, terrorist attacks, fires, prolonged power outages or other major infrastructure or equipment failures could cause business interruption which may significantly disrupt operations at the properties.	• Ride on the digital adoption trend and ongoing business digitalisation to innovate and improve product offerings for our customers. • Opportunities to reposition or repurpose our assets to meet the new norms.	• Continue to place the well-being of our tenants, shoppers and customers as top priority by adopting contactless technologies and innovative tech solutions to enhance safety, cleanliness and hygiene at CICT Group's properties. • Future proof CICT Group's business through digitalisation of business operations and processes, innovation and flexibility in CICT Group's product offerings such as – accelerating our omnichannel solutions, – assisting our customers with digital transition, – optimising the use-of-space, and – providing flexible workspace. • Build collaborative relationships and work closely with supply chain contractors, vendors and suppliers to achieve environmental and social goals through CLI's Supply Chain Code of Conduct. • Lookout for counter-cyclical opportunities that will strategically uplift CICT Group's growth trajectory. • Ensure that there are emergency preparedness and standard operating procedures in place at each of our properties. • Our Property Managers are prepared to manage the situations together with the police and civil defence force in the event of terrorist attacks and sabotages. • Ensure business interruption insurance coverage is adequately purchased.

Material Risks	Risk Details	Opportunities	Key Mitigating Actions
Competition	• Keen industry competition from established and new real estate players who are able to capture our customers by meeting their expectations or reacting aptly to market trends.	• Tap on ONE CapitaLand ecosystem to benefit from the development expertise and opportunities without the associated risks. • Rely on strong experience in multi-sector asset and portfolio management as well as best-in-class operating platforms.	• Constantly strive to differentiate ourselves from our peers by engaging customers with customer-centric initiatives and loyalty programmes. • Focus on building key enablers that give CICT Group a competitive advantage amidst the competition and digital disruptions, such as – embarking on digital transformation in our processes, enhancing our data analytics capabilities to speed up data-driven decisions, and – leveraging innovation tools and solutions to assist our customers pivoting to the new digital operating model. • Incorporate ESG considerations in CICT Group's business. • Leverage in-house team of industry analysts to keep CICT Group on top of latest market trends. • Actively monitor relevant leasing transactions in the market to ensure rental competitiveness of CICT Group's properties. • Constant stream of customer-centric initiatives and a shopper loyalty programme also help to set us apart. • Achieve tenant retention through tenant-centric management and engagements.
Credit	• Exposure to potential volatility in earnings caused by tenants' failure to fulfil their contractual lease payment obligations, as and when these are due.	• Systematic collection procedures ensure regular collections and maintain liquidity.	• Minimise credit risk through a stringent collection policy. • Collect upfront payment of security deposit of an amount typically equivalent to three months' rent. • Maintain vigilant debt monitoring and collection procedures.
Cyber Security & Information Technology	• Ongoing business digitalisation exposes the business to IT-related threats, which may result in compromising the confidentiality, integrity and availability of CICT Group's information assets and/or systems.	• Building a cyber resilience infrastructure and network enable us to harness the full potential of innovation and digital transformation of our business processes.	• The outsourced Information Technology (IT) from CLI executes its Cyber Security Strategy through ongoing review against existing/evolving threat landscapes, and institute measures to minimise vulnerability exposure and manage threat vectors. • Ongoing mandatory staff IT Security Awareness Training to counter human intervention in the information security chain. • Periodically review and update IT Security Policy and Data Protection Framework to ensure relevancy. • Maintain and test IT Security Incident Management Procedure to ensure prompt response and timely remediation to cyber security incidents. • Conduct annual Disaster Recovery Plan exercise to ensure timely recoverability of business-critical IT systems. • For further mitigating actions relating to personal data protection, please refer to Regulatory & Compliance Risk. • Enhanced protection controls are put in place for Crown Jewel systems in which personal data resides.

Material Risks	Risk Details	Opportunities	Key Mitigating Actions
Economic	• Exposure to event risks, such as pandemics, political leadership uncertainties/changes, trade wars, economic downturns and sudden changes in real estate related regulations in major economies as well as key financial and property markets.	• Access investment opportunities globally to enhance portfolio diversification.	• Actively monitor macroeconomic trends, policies and regulatory changes in key markets. • Disciplined approach to financial management and a well-balanced portfolio. • Diversify our portfolio across asset classes and geographies in accordance with Board-approved country limits. • Focus on markets where the Group has operational scale and the underlying economic fundamentals are more robust.
Financial	• Poor management of cash flows can result in funding gaps which may lead to financial losses and defaults, delays in project completion and negative reputational impact. • Exposure to interest rate volatility from floating rate debts. • Exposure to foreign exchange volatility for bonds issued in foreign currencies.	• Managing the funding and liquidity risk well gives confidence to investors.	• Actively monitor CICT Group's debt maturity profile, operating cash flows and the availability of funding to ensure that there are sufficient liquid reserves, in the form of cash and banking facilities, to finance CICT Group's operations and asset enhancement initiatives (AEIs). • Access to various sources of funds from both banks and capital markets to minimise over-reliance on single source of funds for any funding or refinancing requirements. • Actively review and maintain an optimal mix of fixed and floating rate borrowings. • Seek to minimise the level of interest rate risk by borrowing at fixed rate or hedging through interest rate swaps. • Seek to minimise foreign currency risks by entering into cross currency swaps to hedge the foreign currency denominated bonds into SGD for both the principal amount and the periodic interest payments. • Adopt natural hedging where possible, by borrowing in the same currency as the revenue stream generated from our investments.
Investment & Divestment	• Deployment of capital into loss-making or below-target return investments due to wrong underwriting assumptions or poor execution. • Inadequate planning to identify suitable divestment opportunities.	• Tap on strong experience and track record in multi-sector asset and portfolio manager.	• Evaluate all investments against a rigorous set of investment criteria which includes potential for growth in yield, rental sustainability and potential for value creation. • Board reviews and approves all major investment and divestment decisions. • Conduct rigorous due diligence reviews on all investment and divestment proposals where key financial assumptions are reviewed, and sensitivity analysis are performed on key variables. • Identify potential risks associated with proposed projects and issues that may affect smooth implementation or attainment of projected outcomes at the evaluation stage and devise action plans to mitigate such risks as early as possible. • Integrate sustainability in real estate life cycle from the earliest stage of our investment, redevelopment and divestment processes.

Material Risks	Risk Details	Opportunities	Key Mitigating Actions
Political & Policy	• Exposure to political leadership uncertainty, inconsistent public policies, social unrest, change in property-related events and other political and policy risks. • Such risks may have a direct impact on the economic and sociopolitical environment, which may in turn affect the financial viability of CICT Group's investments.	• Keeping abreast with economic and political development and policy changes.	• Focus on investments in developed markets such as Singapore and other key gateway cities, with the latter comprising up to 20% of CICT's portfolio value. • CICT Group's operations are managed by experienced managers and teams familiar with local conditions and cultures.
Project Management	• Inability to meet the project's key deliverables in relation to cost, quality and time to completion which may adversely impact profitability of CICT Group.	• Adopting a systematic assessment and rigorous monitoring process to identify and manage the key risks in ongoing projects.	• Conduct regular site visits to closely monitor progress of development projects. • Appoint vendors through a stringent pre-qualification procedure to assess key criteria such as vendors' track records and financial performance. • Leverage CapitaLand Development Limited's in-house teams of experienced technical staff to provide guidance and independent audit checks on safety, quality of architectural design, and mechanical and electrical engineering detailing.
Regulatory & Compliance	• Non-compliance with applicable local laws and regulations, including relevant data protection and privacy regulations, in the markets CICT Group operates in, which may lead to hefty penalties/ fines and negative publicity.	• Keeping abreast of the changing regulatory landscape allows us to focus on the potential improvements in the various compliance areas.	• Maintain a framework that proactively identifies the applicable laws and regulations, and embeds compliance into day-to-day operations. • Leverage in-house specialised teams in CLI such as compliance and tax to provide advisory services and updates on latest changes to laws and regulations. • CLI establishes group-wide procedures and policies to address the requirements of the applicable data protection and privacy laws through policies such as Personal Data Protection Policy, Group Data Breach Reporting & Management Policy, Group Vendor Management Policy, Global Omnichannel Marketing Policy, Group Data Governance Policy and PDPA Group Compliance Manual. • Report significant regulatory non-compliance cases to the AC on a quarterly basis for oversight by the Board.

Material Risks	Risk Details	Opportunities	Key Mitigating Actions
Sales & Leasing	• Strong competition, poor economic and market conditions are some key factors that could result in key tenants not renewing their leases, adversely affecting the leasing performance of CICT Group's properties.	• Tap on strong experience and track record of asset and property manager.	• Establish and maintain a diversified tenant base and sustainable trade mix. • Proactive tenant management strategies to understand and address customers' changing needs. • Proactive tenant management strategies in line with the malls and workspaces' positioning are in place. • Closely monitor tenants' sales performance and maintain positive relationships and rapport with retailers to build loyalty with CICT Group's properties. • Plan AEIs to maintain relevance and appeal of CICT Group's assets.
Climate Change	• Physical risks such as rising sea levels, violent storms, long intense heat waves, flash floods and fresh water depletion. • Transitional risks include potentially more stringent regulations and increased expectations from stakeholders.	• Enhance our positive reputation and strong track record in sustainability efforts as a competitive advantage for CICT Group to build a resilient portfolio of assets and achieve resource efficiency. • Accelerate sustainability innovation and collaboration with tenants, supply chain contractors, vendors and suppliers.	• Assessment of the detailed physical risks in the assessment of any new acquisitions above a stipulated investment threshold. • Regularly review CICT Group's mitigation and adaptation efforts, which include – future proofing our portfolio against changing climatic conditions from the design stage, – improving the operational efficiency of our properties, and – setting targets for carbon emissions, water, energy and waste efficiency. • CLI has a well-established Group environmental management system which is externally certified to ISO 14001.
Fraud, Bribery & Corruption	• Any forms of fraud, bribery and corruption that could be perpetuated by employees, third parties or collusion between employees and third parties.		• Promote an ethical culture at all levels of CLI Group. • Adopt a zero-tolerance stance against fraud, bribery and corruption (FBC) in the conduct of business and reinforce the importance of integrity – one of CLI's core values. • Communicate the commitment to integrity from the top through policies and practices, such as FBC Risk Management Policy, Whistle-blowing Policy, Ethics and Code of Business Conduct Policies and Anti-Money Laundering and Countering the Financing of Terrorism Policy and mandatory FBC eLearning.
Safety, Health & Well-being	• Increased expectations from stakeholders to provide a safe and healthy environment, including well-being, at our assets and operations.		• Regularly review CICT Group's mitigation efforts which include work-related safety targets applicable to both CICT Group and our supply chains. • CLI has a well-established health and safety management system which is externally certified to ISO 45001.

CICT TASKFORCE FOR CLIMATE-RELATED FINANCIAL DISCLOSURE (TCFD) REPORT

CICT is making a progress update of its climate-related disclosure in line with Taskforce for Climate-related Financial Disclosure (TCFD). CICT's sponsor and substantial unitholder, CapitaLand Investment (CLI) had started to align its climate related disclosures with TCFD recommendations in the four key areas of governance, strategy, risk management and metric and targets since 2017 and further declared its support for TCFD and its recommendations in 2019. As such, CICT is closely referring to CLI's reporting where applicable and is committed to continue adopting TCFD recommendations.

Governance

The Board of the Manager of CICT (the Board) considers sustainability issues as part of its strategic formulation, confirms the material ESG factors listed by the Manager and Property Managers and oversees the management and monitoring of the material ESG factors.

The Board sets the Trust's risk appetite, which determines the nature and extent of material risks that CICT is willing to take to achieve their strategic and business objective. As part of the material risk issues being highlighted, climate change has been identified as critical. The Board regularly reviews climate change risks as part of its Enterprise Risk Management (ERM) Framework.

The Board is actively involved in discussions on environment-related and climate-related initiatives. The Board is updated at least twice a year at the quarterly or ad hoc Board meetings on relevant climate-related topics including CapitaLand 2030 Sustainability Master Plan, plan to sustain green rating of the properties, performance metrics such as carbon emissions performance, progress on the reduction targets, as well as stakeholders' expectations on climate change. They are also kept aware of any environmental incidents, which may include climate-related damages or disruptions. As Environment, Health and Safety (EHS) factors are considered as part of an asset investment evaluation process and strategy, they are presented to the Board where relevant.

CICT has a Sustainability Committee championed by the CEO (also an Executive Director) of the Manager. This Sustainability Committee provides strategic oversight, drives initiatives and reporting related to climate-related risks and opportunities, as well as the broader environmental issues. The Property Managers under CLI has an EHS Committee led by the CEO of Retail and Workspace.

The CEO of the Manager is responsible for CICT's climate change-related targets. A key objective of the Manager's senior management is to transit to a low-carbon business that is aligned with climate science and build a resilient and resource efficient portfolio. As part of these efforts, CICT's directors, senior management and relevant stakeholders will undergo annual training to further build capacity with respect to climate-related risk and opportunity management. The frequency and content of these capacity building trainings will be regularly reviewed to incorporate emerging issues relating to environmental risk management.

In 2021, CLI Group-wide sustainability management comes under the purview of CapitaLand Sustainability Council (SC) that report to the CLI Board. CapitaLand's Management Council consisting of CLI senior management team provides strategic management of ESG implementation across the Group. It is supported by the Group Sustainability Office and various work teams to drive continued progress and improvement in the areas of ESG. The work teams comprise representatives from CLI business units and corporate functions. This governance is cascaded from the Group level to CICT level through CICT's Sustainability Committee.

CapitaLand Board of Directors

CapitaLand Sustainability Council
Strategic oversight of ESG policies and integration

CapitaLand Management Council
Strategic management of ESG implementation across the Group

Various Sustainability Work Teams Involving business units and corporate departments, covering:

- Investments
- Environment, health and safety
- Innovation
- Stakeholder engagement
- Enterprise risk management

All Staff

CICTML Board of Directors

Sustainability Committee
Chairman: CEO
Members: Management Team

- Portfolio Management
- Investments
- Finance and Risk Management
- Investor Relations

Focus: Management and implementation of CICT's sustainability objectives and strategies

Working Committee
Representatives from various functions, including

- Investments & Portfolio Management
- Finance
- Investor Relations
- Asset Management
- Property Management

Strategy

As a CapitaLand-sponsored REIT, CICT's identified ESG issues are aligned and adapted from CLI's list. The selected ESG issues have been deemed to be material and applicable to CICT's business and operations and will be guided by CLI and CICT's regular review, assessment and feedback process in relation to ESG topics moving forward.

Climate change and emissions reduction is one of the key ESG material issues identified as relevant and critical for CICT and CLI. Climate change risk has been identified as a key risk as part of the ERM Framework, and includes both physical and transitional risks. Physical risks include consideration of rising sea levels, violent storms, long intense heat waves, flash floods and freshwater depletion. Transitional risks include potentially more stringent regulations and increased expectations from customers and stakeholders.

The Trust's strategy to identify and address climate-related risks and opportunities spans all areas of its real estate life cycle, from the earliest stage of the investment process, to design, procurement, construction, operations and redevelopment or divestment. This is in line with CLI's approach.

- All new investments into operational assets and development projects undergo the EHS Impact Assessment during due diligence to identify any environmental (including climate change) risks and opportunities related to the asset/project site and its surroundings. The assessment covers performance metrics such as energy efficiency, as well as transitional and physical risk and opportunity considerations. Significant findings from the assessment would be incorporated in the investment paper submitted to CICTML Board for approval.

- Through the implementation of the Group's Sustainable Building Guidelines (SBG), the aim is to identify and address the risks and opportunities of climate change right from the design stage. The local context of each project will be studied in detail, and appropriate measures will be taken into consideration with regards to adaptation of climate change. SBG also sets guidelines for buildings to be more energy efficient, e.g. setting green rating targets, specifying minimum equipment efficiency, and requiring the use of onsite renewable energy whenever possible.

- At the operational asset level, the CLI Group's Environment, Health and Safety Management System (EHSMS), which is audited by a third-party accredited certification body to ISO 14001 standard, serves to monitor transition risks relating to climate regulations via EHS legal registers updates and regular stakeholder engagement. Operational issues pertaining to climate change, energy and water are also identified and managed through the EHSMS to strengthen the climate resilience of its portfolio.

- The CLI Group's 2030 Sustainability Master Plan further outlines the targets and pathways for transition to a low-carbon business that is aligned with climate science. Energy use and carbon reduction targets, as well as green certification targets are set for its operational assets. Initiatives are put in place to improve the environmental performance, resilience and durability of its assets through system upgrades, system optimization, effective maintenance and changes to user behaviour. The continued achievement of high green building ratings as well as energy and water efficiency measures put in place to achieve the reduction targets would help to mitigate the impact of changing weather conditions.

As part of the 2030 Sustainability Master Plan formulation, the Trust generally considers medium term time frames to be until 2030, and long term beyond 2030 in relation to the identification of climate-related risks and opportunities.

A few of CICT's assets along with sample global assets are part of various physical risk platforms including flooding scenario piloted by CLI, to prepare for its group-wide scenario analysis study. CLI and its REITs, including CICT, aim to conduct its climate scenario analysis in 2022 for its global portfolio. This analysis would consider scenarios based on the latest global and scientific developments, and likely cover a spectrum of scenarios from 1.5˚C to 4˚C scenarios for current to long-term time frames, to draw conclusions on the financially material physical and transition risks, and validate its current strategy. It will then review its mitigation and adaptation plans, identify opportunities, in alignment with CapitaLand's 2030 Sustainability Master Plan, which is designed to build resilience throughout its operations and future-proof CLI Group's real estate portfolio to guard against climate change risks and to avoid premature obsolescence and adopt available opportunities.

Risk Management

CICT conducts an annual Trust-wide Risk and Control Self-Assessment (RCSA) exercise that requires business units and corporate functions to identify, assess and document material risk which includes ESG relevant risks, along with their key controls and mitigating measures. Material risks and their associated controls are consolidated and reviewed at the CICT managment level before they are presented to the Manager's Audit Committee and the Board. This exercise is based on CLI's annual Group-wide RCSA exercise, review of the Risk Appetite Statement and Key Risk Indicator on Climate Change and Environmental Risk. Such climate-related risks and opportunities are identified and mitigated through CapitaLand's ERM framework, and its externally certified ISO 14001 Environmental Management System (EMS).

CICT's risk management process to address its key risks and uncertainties, including climate change, is discussed further in its Annual Report, Risk Management section.

Upon completion of the scenario assessment study, targeted in 2022, the Group and the Trust will review and update, if appropriate, the processes associated with risk management in order to account for environmental and climate-related risks.

Climate-related risks and opportunities are identified and mitigated through CLI's ERM Framework. The Trust prioritises material ESG issues based on the likelihood and potential impact of the issues affecting business continuity and development. Notably, CICT is cognizant of the risk posed by existing and emerging regulatory requirements with relation to climate change as it is outlined in CapitaLand's RM Framework as a transitional climate change risk. Some of these risks include:

- **Regulatory or compliance risk,** prompted by certain regulations in the countries of operation. These include but not limited to the Environmental Risk Management Guidelines introduced by the Monetary Authority of Singapore (MAS) in 2020 requiring financial institutions and asset managers to place greater emphasis on both physical and transitional environmental risks and the Singapore Stock Exchange mandate from December 2021 that all issuers must provide climate reporting that is aligned to the recommendations of the Task Force on Climate-related Financial Disclosures on a 'comply or explain' basis in their sustainability reports from the financial year (FY) commencing 2022. Climate reporting will be mandatory for the materials and buildings industry from FY 2024.

- **Market risks**, including shifts in carbon and electricity prices, or customer expectations, prompted by the conclusions of COP26 in November 2021, where it was recognised that urgent action is needed to combat global warming and this can only be done through global action from governments and businesses. Other developments, such as Singapore's Green Plan 2030 that charts ambitious and concrete targets that will strengthen Singapore's commitments under the United Nation's 2030 Sustainable Development Agenda and Paris Agreement, and position Singapore to achieve her long-term net zero emissions aspiration as soon as viable, are also monitored by CICT as they affect the day-to-day operations and practices of the Trust.

Physical risks are observed through the regular monitoring of incidents across the portfolio, for example the cases of floods. In 2020, CLI had conducted a global portfolio baseline study to better understand its portfolio's physical climate risk in relation to floods. This included insights into whether the properties were located in low lying plains, encountered flooding in previous years, had equipment located in the basement, etc. Globally, most of CLI's properties already have flood control features/measures in place, such as flood barriers, sensors, water level pumps and flood emergency response plans.

Climate-related physical risks occurring as extreme weather events, for example cases of floods, and changing climate patterns are regularly monitored across the portfolio. In addition, through CLI's ERM Framework and the implementation of the EHS IA for all new investments, it identifies and prioritises certain physical risks, e.g. floods are highlighted in the due diligence reports and plans to integrate climate change resilience and adaptation considerations into the design, development and management of its properties. To further strengthen climate resilience to flood risk, CLI will regularly engage its operation teams to ensure flood emergency response plans are implemented across its portfolio.

Metrics and Targets

At the Group level, CLI has tracked and reduced the carbon emissions of its managed and owned operational properties, including those of CICT, via its cloud-based Environmental Tracking System. All related metrics have been regularly disclosed in CICT's sustainability reporting in its annual reports and CLI's annual Global Sustainability Report. Since 2010, CapitaLand has been disclosing scope 1, 2 and 3 GHG emissions of its global portfolio and the data has been externally assured. CICT relies on CLI's external assurance which includes the Trust's assets.

Furthermore, in 2020, the Group had their carbon emissions reduction targets approved by the Science Based Targets initiative (SBTi) for a 'Well-below 2˚C' scenario. This target is in line with the goals of the Paris Agreement to keep global temperature rise well below 2˚C in this century. In 2022, the Group would be evaluating the targets and the progress towards them and explore options for any long-term targets of decarbonisation. Please refer to the CapitaLand Investment Global Sustainability Report 2021 which will be published by May 2022.

At the Trust level, for the year 2021, the carbon related performance and targets can be found on page 132 to 138 of this report.

To calculate its carbon emissions, CICT takes guidance from the operational control approach as defined by the GHG Protocol Corporate Standard, in line with the Group. For more information, please refer to page 134.

Aligned with the Group, CICT has set sustainability and climate related performance metrics and targets that are linked to the remuneration policies for members of senior management, such as the Balance Scorecard (BSC) framework for FY 2021 which had included both quantitative and qualitative targets relating to climate change.

CLI implemented a shadow internal carbon price in 2021 to quantify climate-related risk and opportunities for its new investments. And this was applied as part of the EHS Impact Assessment conducted during CICT's respective due diligence of its three investments in Sydney, Australia.

In addition to the regular financial return to measure the Group's ESG impact, CLI is developing a new metric, Return on Sustainability. CLI will continue to explore new metrics to measure climate-related risks and opportunities which CICT will assess and adopt where relevant for its portfolio.

PORTFOLIO VALUATION INCREASED MAINLY DUE TO IMPROVING MARKET CONDITIONS AND CAPITASPRING BEING VALUED AS AN OPERATING ASSET ON COMPLETED BASIS

CICT conducted independent valuation of its portfolio in December 2021 and the methodologies applied included the discounted cashflow method and/or the income capitalisation approach.

Independent valuations for Retail and Integrated Development properties (excluding CapitaSpring) as at 31 December 2021 were largely unchanged as capitalisation rates held steady compared to a year ago. However, Raffles City Singapore registered a decline in valuation due to the commencement of AEI and reconfiguration work in the retail component which started in January 2022, capital expenditure (capex), downtime and the impact on rental revenue. Clarke Quay similarly reported a lower valuation due to capex provisions and the expected impact on rental revenue with downtime during an upgrading period commencing in 2022. CapitaSpring reported a rise in value as it was appraised as an operating asset on completed basis as at 31 December 2021 after it obtained Temporary Occupation Permit in November 2021.

Independent valuations as at 31 December 2021 for most Office properties except for Gallileo, improved compared to a year ago. The increase was largely due to improving market conditions, including lower capitalisation rates assumed by the appraisers.Gallileo's valuation was lower compared to a year ago, due to the impending departure of Commerzbank in January 2024 and provision of capex and downtime for upgrading works.

RETAIL PORTFOLIO VALUATIONS

	Valuation as at 31 Dec 21	Valuation as at 31 Dec 20	Variance		Valuation as at 31 Dec 21
	S$ million	S$ million	S$ million	%	S$ per sq ft NLA
Westgate	**1,091.0**	1,087.0	4.0	0.4	2,667
Bugis Junction	**1,088.0**	1,087.0	1.0	0.1	2,769
Tampines Mall	**1,078.0**	1,074.0	4.0	0.4	3,026
Junction 8	**796.0**	794.0	2.0	0.3	3,133
Bedok Mall	**783.0**	779.0	4.0	0.5	3,520
IMM Building	**709.0**[1]	670.0	39.0	5.8	736
Lot One Shoppers' Mall	**543.5**	531.0	12.5	2.4	2,397
Bugis+	**354.0**	353.0	1.0	0.3	1,651
Clarke Quay	**342.0**[2]	394.0	(52.0)	(13.2)	1,166
Bukit Panjang Plaza	**338.6**	334.5	4.1	1.2	2,066
JCube	**278.0**	276.0	2.0	0.7	1,324
Total	**7,401.1**	**7,379.5**	**21.6**	**0.3**	

1 Valuation as at 31 December 2021 for IMM Building was uplifted mainly due to higher rents and improved occupancy achieved in the warehouse component.
2 Valuation as at 31 December 2021 took into account the estimated costs to be incurred for upgrading works at Clarke Quay as well as the downtime and impact on rental revenue during this period.

Figures may not add up due to rounding.

INTEGRATED DEVELOPMENT PORTFOLIO VALUATIONS

	Valuation as at 31 Dec 21 S$ million	Valuation as at 31 Dec 20 S$ million	Variance S$ million	%	Valuation as at 31 Dec 21 S$ per sq ft NLA
Raffles City Singapore	**3,072.0**[1]	3,179.0	(107.0)	(3.4)	N.M.[2]
Plaza Singapura[3]	**1,339.0**	1,300.0	39.0	3.0	2,768
The Atrium@Orchard[3]	**756.2**	750.0	6.2	0.8	1,953
Funan	**785.0**	742.0	43.0	5.8	1,477
CapitaSpring (45.0%)	**873.0**	466.7	N.M.[4]	N.M.	N.M.[5]
Total	**6,825.2**	**6,437.7**	**387.5**	**6.0**	

1 Valuation as at 31 December 2021 for Raffles City Singapore took into consideration the upcoming asset enhancement and reconfiguration works in the Retail component. Estimated costs of the works, downtime and impact on the rental revenue have been included in the valuation.
2 Not meaningful because Raffles City Singapore comprises retail and office components, hotels and convention center.
3 Plaza Singapura and The Atrium@Orchard are considered an integrated development.
4 CapitaSpring achieved TOP in November 2021. As such, the development is valued as an operating asset on a completed basis.
5 Not meaningful because CapitaSpring comprises retail and office components and serviced residence.

N.M.: Not meaningful
Figures may not add up due to rounding.

OFFICE PORTFOLIO VALUATIONS

	Valuation as at 31 Dec 21 S$ million	Valuation as at 31 Dec 20 S$ million	Variance S$ million	%	Valuation as at 31 Dec 21 S$ per sq ft NLA
Asia Square Tower 2	**2,225.0**	2,128.0	97.0	4.6	2,855
CapitaGreen	**1,657.0**	1,611.0	46.0	2.9	2,368
Capital Tower	**1,449.0**	1,389.0	60.0	4.3	1,972
Six Battery Road	**1,445.0**	1,414.0	31.0	2.2	2,911
21 Collyer Quay	**629.9**[1]	468.0	161.9	34.6	2,957
Singapore Office	**7,405.9**	**7,010.0**	**395.9**	**5.6**	
Gallileo, Germany (94.9%)[1]	**474.5**[2]	546.6	(72.1)	(13.2)	–
Main Airport Center, Germany (94.9%)[2]	**419.0**[3]	399.1	19.9	5.0	–
Total	**8,299.4**	**7,955.7**	**343.7**	**4.3**	

1 Valuation as at 31 December 2021 for 21 Collyer Quay was uplifted due to an increase in value attributing to post AEI, an increase in NLA and improved office market conditions.
2 Valuation for 100% interest in Gallileo was EUR 325.0 million as at 31 December 2021. The conversion rate used for the 31 December valuation 2021 was EUR 1 = S$1.538. Valuation for Gallileo was impacted by the impending departure of Commerzbank in January 2024 and provision of capex and downtime for upgrading works.
3 Valuation for 100% interest in Main Airport Center was EUR 287.0 million as at 31 December 2021. The conversion rate used for the 31 December 2021 valuation was EUR 1 = S$1.538. The increase in valuation was attributable to improvements in terminal value and occupancy assumptions.

Figures may not add up due to rounding.

In 2021, independent valuations of the properties were conducted by Knight Frank Pte Ltd (Knight Frank), Jones Lang LaSalle Property Consultants Pte Ltd (JLL), Savills Valuation and Professional Services (S) Pte Ltd (Savills), Colliers International Consultancy & Valuation (Singapore) Pte Ltd (Colliers), Cushman & Wakefield VHS Pte. Ltd. (Cushman), and Knight Frank Valuation & Advisory GmbH & Co. KG. (KF).

	Valuer as at 31 Dec 21	Valuer as at 31 Dec 20	Cap Rate as at 31 Dec 21 %	Cap Rate as at 31 Dec 20 %
Westgate	**Savills**	Savills	4.50	4.50
Bugis Junction	**Colliers**	Colliers	4.70	4.70
Tampines Mall	**Knight Frank**	CBRE	4.70	4.70
Junction 8	**Knight Frank**	Knight Frank	4.70	4.70
Bedok Mall	**Knight Frank**	CBRE	4.60	4.60
IMM Building	**JLL**	Knight Frank	Retail: 6.20 Warehouse: 7.00	Retail: 6.20 Warehouse: 7.00
Lot One Shoppers' Mall	**Cushman**	Cushman	4.70	4.70
Clarke Quay	**Colliers**	Colliers	4.85	4.85
Bugis+	**Colliers**	Colliers	5.20	5.20
Bukit Panjang Plaza	**Cushman**	Cushman	4.80	4.80
JCube	**Savills**	Savills	4.75	4.75
Raffles City Singapore	**Savills**	Knight Frank	Retail: 4.70 Office: 3.90 Hotel: 4.75	Retail: 4.70 Office: 3.95 Hotel: 4.75
Plaza Singapura	**Savills**	Savills	4.40	4.40
The Atrium@Orchard	**Savills**	Savills	Retail: 4.65 Office: 3.625	Retail: 4.65 Office: 3.75
Funan	**Colliers**	Colliers	Retail: 4.85 Office: 3.70	Retail: 4.85 Office: 3.90
CapitaSpring (45.0% interest)	**Colliers**	Colliers	Retail: 4.00 Office: 4.00 SR: 4.50	N.M.
Asia Square Tower 2	**Cushman**	Knight Frank	3.40	3.45
CapitaGreen	**Colliers**	Colliers	3.75	3.95
Capital Tower	**JLL**	Cushman	3.50	3.55
Six Battery Road	**Cushman**	Cushman	3.40	3.45
21 Collyer Quay	**Savills**	CBRE	3.45	3.45
Gallileo, Germany (94.9% interest)	**KF**	C&W	2.95[1]	3.90[1]
Main Airport Center, Germany (94.9% interest)	**KF**	C&W	3.60[1]	4.25[1]

1 Refers to exit capitalisation rate at the end of discounted cashflow period.

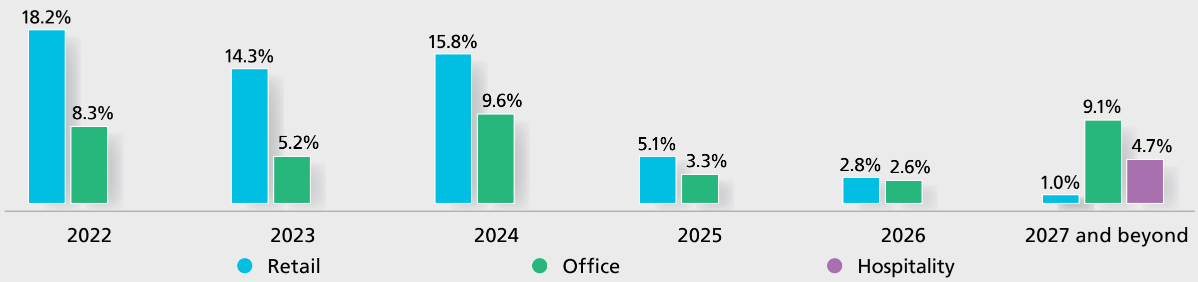
CICT PORTFOLIO OPERATIONS REVIEW

CICT's portfolio comprises three asset types, namely Retail, Office and Integrated Development. In this review, we have classified our information into four sections – Portfolio Operations Review, Retail Operations Review, Office Operations Review and Integrated Development Operations Review. The retail and office information included the respective retail and office components of integrated developments, unless stated otherwise, in order to show the operating metrics and trends of the sectors.

Well Spread Portfolio Lease Expiry Profile

The portfolio lease expiry profile as at 31 December 2021 was well spread out, with 26.5% and 19.5% of the leases by gross rental income excluding gross turnover rents due for renewal in 2022 and 2023 respectively. The portfolio weighted average lease expiry (WALE) by gross rental income was 3.2 years[1], with the retail leases at 1.9 years, office leases at 3.2 years and the integrated development portfolio at 5.0 years.

CICT PORTFOLIO LEASE EXPIRY PROFILE[1]



1 Based on committed gross rental income as at 31 December 2021 excluding gross turover rent. Includes 45.0% interest in CapitaSpring, Singapore, 94.9% interest in Gallileo and Main Airport Center, Frankfurt.

Portfolio Top 10 Tenants

CICT has a diversified mix of retail and office tenants. As at 31 December 2021, no single tenant contributed more than 5.0% to the total monthly gross rental income. Collectively, the top 10 tenants accounted for approximately 21.1% of the total monthly gross rental income.

10 LARGEST TENANTS OF CICT[1] (As at 31 December 2021)

Tenant	Trade Sector	% of Gross Rental Income[1]
RC Hotels (Pte) Ltd.	Hotel	4.9
WeWork Singapore Pte. Ltd.[2]	Real Estate and Property Services	2.8
NTUC Enterprise Co-operative Ltd	Supermarket / Beauty & Health / Services / Food & Beverage / Education / Warehouse	2.2
Commerzbank AG[3]	Banking	2.2
Temasek Holdings (Private) Ltd	Financial Services	2.0
GIC Private Limited	Financial Services	1.7
Cold Storage Singapore (1983) Pte Ltd	Supermarket / Beauty & Health / Services / Warehouse	1.7
BreadTalk Group Limited	Food & Beverage	1.4
The Work Project (Commercial) Pte. Ltd.	Real Estate and Property Services	1.1
BHG (Singapore) Pte. Ltd.	Department Store	1.1
Total		**21.1**

1 For month of December 2021 and excludes gross turnover rent.
2 Income contribution comprised of the tenant's ongoing lease at Funan and 7-year lease at 21 Collyer Quay starting from late 2021. Rent payment for 21 Collyer Quay lease expected in 2Q 2022.
3 Based on 94.9% interest in Gallileo, Frankfurt. The existing lease with Commerzbank will terminate in January 2024. The CICT manager is exploring plans for the building.

1 Based on monthly gross rental income as at 31 December 2021 and excludes gross turnover rent.

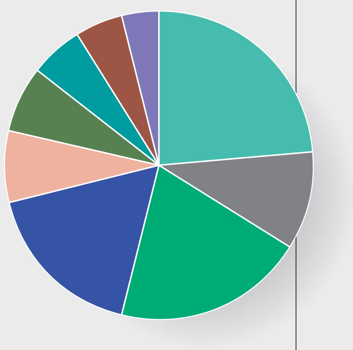
Portfolio Trade Mix

CICT's portfolio comprises a varied range of trade sectors as detailed below. As at 31 December 2021, Food & Beverage (F&B) was the largest contributor at 19.9% of portfolio monthly gross rental income, while Banking, Insurance and Financial Services was the second largest contributor at 17.4% of portfolio monthly gross rental income.

Leasehold Profile of Portfolio

CICT had 12.5% of freehold and 87.5% of leasehold properties based on its portfolio gross floor area as at 31 December 2021. The weighted average unexpired leasehold remaining is 110 years.

TRADE MIX[1] OF CICT PORTFOLIO
(For the month of December 2021)



Other Retail and Product Trades	23.7%
Other Office Trades	10.3%
Food & Beverage	19.9%
Banking, Insurance & Financial Services	17.4%
Beauty & Health	7.5%
Real Estate & Property Services	6.8%
Fashion	5.6%
Travel & Hospitality	5.0%
IT, Media & Telecommunications	3.8%

Other Retail and Product Trades	
Gifts & Souvenirs / Toy & Hobbies / Books & Stationery / Sporting goods	2.8%
Supermarket	2.7%
Services	2.6%
Leisure & Entertainment / Music & Video	2.3%
IT & Telecommunications	2.2%
Department Store	2.1%
Home Furnishing	2.1%
Shoes & Bags	1.8%
Electrical & Electronics	1.6%
Jewellery & Watches	1.3%
Others	1.2%
Education	1.0%

Other Office Trades	
Business Consultancy	2.3%
Energy and Commodities	1.9%
Government	1.9%
Manufacturing and Distribution	1.8%
Legal	1.3%
Maritime and Logistics	1.0%
Others	0.1%

1 Excludes gross turnover rent.

Sensitivity Analysis

Assuming that the monthly average rental rate is maintained for each month in 2021, it is estimated that 0.5% increase or decrease in occupancy in each month of 2021 would correspondingly result in S$6.3 million increase or decrease in rental income for FY 2021.

The impact on rental income for every 10.0% increase or decrease in rental rates for leases committed in 2021 for renewals, rent reviews and vacant units would be a variance of approximately S$13.4 million for FY 2021.

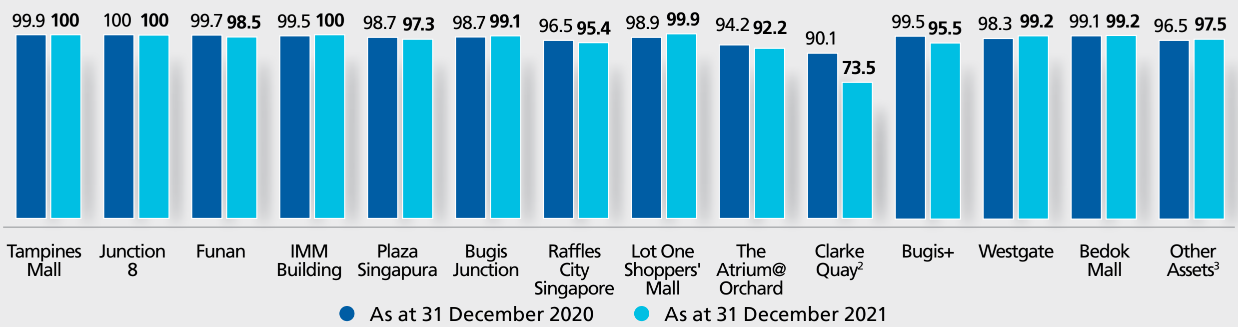
Sensitivity Analysis: Estimated Rental Income Impact Per Annum	
0.5% increase in occupancy	S$6.3m
0.5% decrease in occupancy	(S$6.3m)
10.0% increase in committed rental rates	S$13.4m
10.0% decrease in committed rental rates	(S$13.4m)

RETAIL OPERATIONS REVIEW

Healthy Retail Occupancy Maintained

Due to our active asset management and proactive leasing strategy, we maintained a healthy occupancy rate of 96.8% for CICT's retail portfolio as at 31 December 2021. This was above Singapore's retail market occupancy rate of 91.9% for 4Q 2021 based on URA's islandwide retail space occupancy rate.

COMMITTED OCCUPANCY RATE
(%)[1]



1 Retail occupancy includes retail only properties and the retail components within integrated developments.
2 Clarke Quay's occupancy was affected by government-stipulated restrictions on trading hours and sales of alcohol at nightlife venues like clubs, karaoke joints and bars without food licenses.
3 Comprises JCube and Bukit Panjang Plaza.

Balancing Occupancy and Rental Reversion

For FY 2021, CICT's retail portfolio achieved a healthy tenant retention rate of 82.3%. Incoming first year rents for new and renewed leases registered an average decline of 7.3% against outgoing final year rents in FY 2021. Incoming average rents registered a decline of 3.2% against outgoing average rents as leases were signed with higher step ups during the lease term. Our ongoing priority is to balance occupancy and rental rates in each property while continuing to rejuvenate and adjust tenant mix in the malls to remain relevant with the evolving retail landscape.

SUMMARY OF RENEWALS / NEW LEASES

From 1 January to 31 December 2021 (Excluding Newly Created and Reconfigured Units)[1]

Properties	No. of Renewals / New Leases	Retention Rate (%)	Net Lettable Area: Area (sq ft)	Net Lettable Area: Percentage of Mall (%)	Change in Incoming Year 1 Rents vs Outgoing Final Rents (typically includes annual step-ups) (%)[2]
Suburban[3]	438	82.6	611,234	27.0	(2.4)
Downtown[4]	296	81.8	437,999	19.6	(13.8)
CICT Portfolio	**734**	**82.3**	**1,049,233**	**22.3**	**(7.3)**

1 Based on retail leases only.
2 Excludes gross turnover rent, which is between 4% and 10% of respective mall's retail gross rental income. Clarke Quay is excluded from the range as it has been affected by government-stipulated restrictions on trading hours and sales of alcohol at nightlife venues like clubs, karaoke joints and bars without food licenses.
3 Suburban malls comprise Tampines Mall, Bedok Mall, Junction 8, Lot One Shoppers' Mall, Bukit Panjang Plaza, IMM Building, Westgate and JCube.
4 Downtown malls comprise Plaza Singapura, The Atrium@Orchard, Bugis Junction, Bugis+, Clarke Quay, Raffles City Singapore and Funan.

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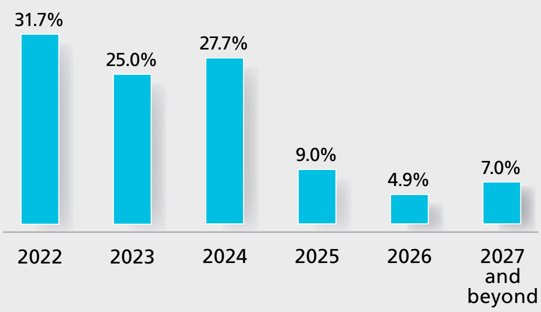
1 Based on retail leases only.
2 Excludes gross turnover rent, which is between 4% and 10% of respective mall's retail gross rental income. Clarke Quay is excluded from the range as it has been affected by government-stipulated restrictions on trading hours and sales of alcohol at nightlife venues like clubs, karaoke joints and bars without food licenses.
3 Suburban malls comprise Tampines Mall, Bedok Mall, Junction 8, Lot One Shoppers' Mall, Bukit Panjang Plaza, IMM Building, Westgate and JCube.
4 Downtown malls comprise Plaza Singapura, The Atrium@Orchard, Bugis Junction, Bugis+, Clarke Quay, Raffles City Singapore and Funan.

Well Spread Retail Lease Expiry Profile

The average retail lease has a three-year term. As at 31 December 2021, the retail lease expiry profile remained well spread with 32.0% and 25.0% of the leases by gross rental income due for renewal in 2022 and 2023 respectively. The WALE by gross rental income for the month of December 2021 was 1.9 years. For new leases signed in 2021 for retail properties, including retail components of Integrated Developments (Plaza Singapore, The Atrium@Orchard, Funan and Raffles City Singapore), the WALE was 2.8 years[1] and accounted for 39.4% of the retail portfolio gross rental income for the month of December 2021.

RETAIL LEASE EXPIRY PROFILE[1]
(As at 31 December 2021)



1 Based on committed leases in retail properties and retail components in integrated developments.

Recovery Signs in Tenants' Sales

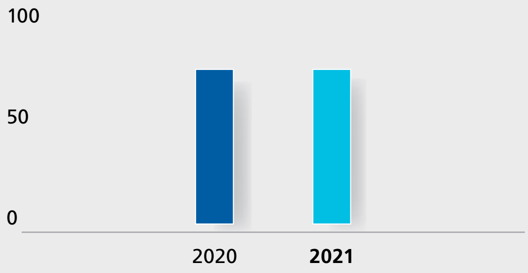
While tenants' sales continued to be impacted by weak consumer sentiment arising from the COVID-19 situation and the new variants, it exhibited signs of recovery as the industry embraced the new norms and gradually reopens. Total tenants' sales increased 12.2% Y-o-Y in FY 2021. Consumer sentiment improved towards the last quarter of the year boosting tenants' sales (psf/month) for FY 2021, which recovered to about 99.8% of the level in 2020.

Downtown malls witnessed a slightly stronger recovery compared to suburban malls in 2021, as they were on a lower base in 2020. In addition, increased spending across most of the malls was observed.

Gross turnover rent, which was pegged to tenants' sales and formed part of the rent structure for retail leases, accounted for a small percentage of the retail gross revenue. It ranged between 4% and 10% of the respective malls' retail gross rental income (excluding Clarke Quay as it has been affected by government-stipulated restrictions on trading hours and sales of alcohol at nightlife venues like clubs, karaoke joints and bars without food licenses).

1 Based on date of lease commencement in 2021, the WALE would be 2.6 years and accounted for 32.6% of the retail portfolio gross rental income for the month of December 2021.

FY 2021 TENANTS' SALES
(S$ psf per month)



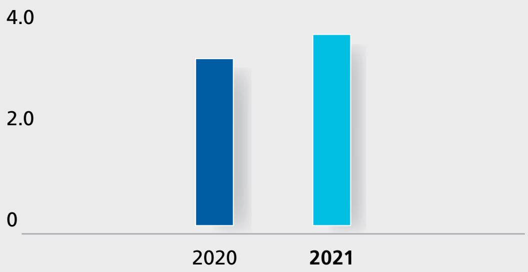
Suburban Mall Recovery

93.9% to 107.6% | Average: 99.4%

Downtown Mall Recovery

60.7% to 118.2% | Average: 99.6%

FY 2021 TENANTS' SALES
(S$ billion)



Suburban Mall Recovery

107.6% to 120.6% | Average: 113.4%

Downtown Mall Recovery

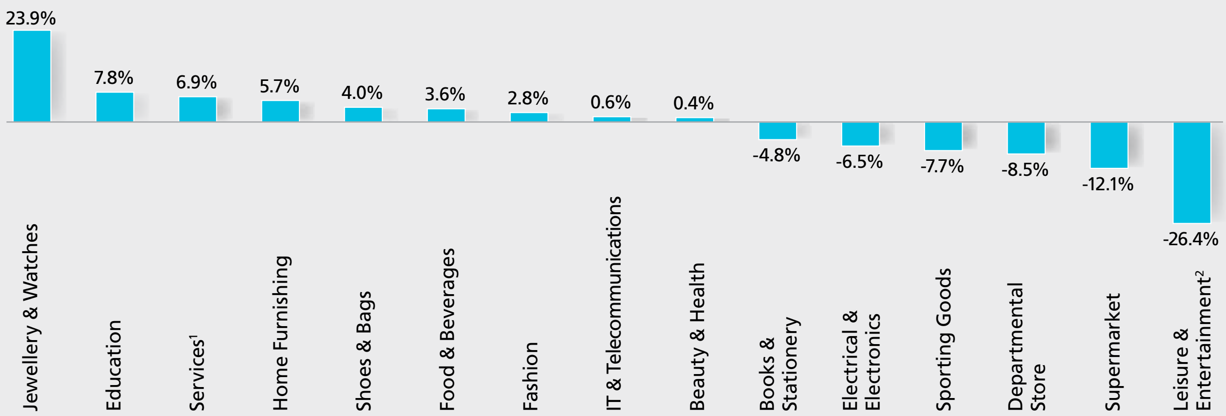
71.6% to 124.1% | Average: 110.3%

Performance of Tenants' Sales by Trade Categories

We observed a recovery across most trade categories with trade categories such as Jewellery & Watches, Education, Services and Home Furnishing registering steady growth year-on-year. Two of the largest contributors to the retail gross rental income – Food & Beverage and Beauty & Health – registered positive growth of 3.6% and 0.4% respectively in FY 2021.

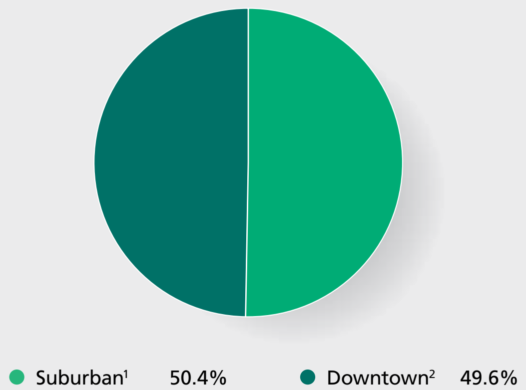
The top five retail trade categories, which collectively accounted for more than 68% of FY 2021 retail gross rental income (excluding gross turnover rent), include Food & Beverage, Fashion, Beauty & Health, IT & Telecommunications and Supermarket. These top five retail trade categories registered a 0.1% decline in FY 2021 on a combined basis.

YEAR-ON-YEAR VARIANCE OF TENANTS' SALES S$ PSF PER MONTH



1 Services include convenience stores, bridal shops, optical shops, film processing shops, florists, magazine stores, pet shops, travel agencies, cobblers/locksmiths, laundromats and clinics.
2 Leisure & Entertainment was impacted by the government stipulated restrictions on trading hours and sales of alcohol at nightlife venues like clubs, karaoke joints and bars without food licenses.

RETAIL PORTFOLIO (DOWNTOWN VS SUBURBAN MALLS)
By NLA (As at 31 December 2021)

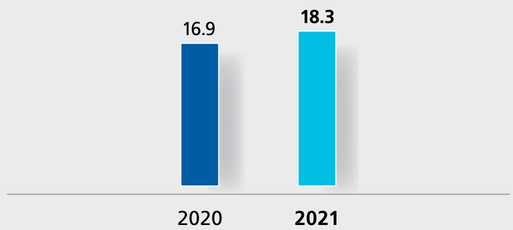


1 Comprises Tampines Mall, Junction 8, Lot One Shoppers' Mall, Bukit Panjang Plaza, JCube, Bedok Mall, Westgate and retail component of IMM Building.
2 Comprises Bugis Junction, Bugis+, Clarke Quay, Plaza Singapura, and retail components of Raffles City Singapore, The Atrium@Orchard and Funan.

Retail Occupancy Cost

CICT's occupancy cost for the retail properties was 18.3% in FY 2021, an increase from FY 2020's occupancy cost of 16.9%. The lower occupancy cost in FY 2020 was largely due to the higher amount of rental waivers provided to tenants. Occupancy cost is also dependent on various factors including trade mix and type of tenants in the portfolio.

OCCUPANCY COST[1] OF RETAIL PORTFOLIO
(%)



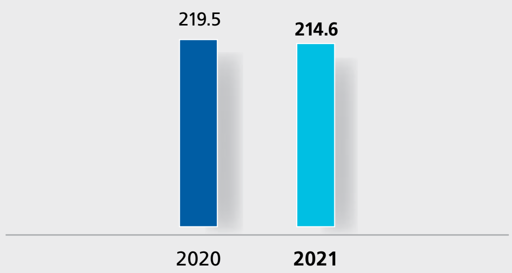
1 Occupancy cost is defined as a ratio of gross rental (inclusive of service charge, advertising & promotional charge and gross turnover rent) to tenants' sales.

Recovering Shopper Traffic

In FY 2021, overall shopper traffic recovered to 97.8% of the level a year ago, as the retail environment improved in the second half of the year on the back of phased re-openings and reduced measures in place.

Both suburban and downtown malls registered similar trends to the prior year. Shopper traffic in suburban malls recovered to about 99.3% of the level a year ago, while shopper traffic at downtown malls recovered to about 95.8% of the level a year ago.

SHOPPER TRAFFIC OF RETAIL PORTFOLIO
(million)



OFFICE OPERATIONS REVIEW

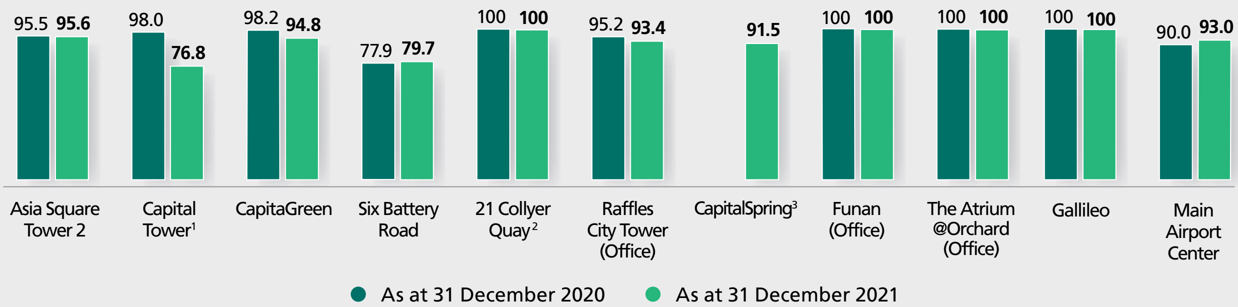
Stable Office Occupancy Despite Challenging Year

CICT ended the year with a committed occupancy rate of 90.4% as at 31 December 2021 for Singapore's office portfolio. This was achieved despite the protracted COVID-19 pandemic, ongoing asset enhancement initiative at Six Battery Road and the move of an anchor tenant to CapitaSpring from Capital Tower.

The overall committed occupancy rate for the office portfolio stood at 91.5% (including German assets) as at 31 December 2021.

With CapitaSpring achieving its TOP in November 2021, the development attracted steady interest with a committed occupancy of 91.5% as at 31 December 2021. This rose to about 93% as at 9 February 2022.

COMMITTED OCCUPANCY RATE (%)



1 Capital Tower's occupancy is due to JPMorgan Chase Bank relocation to CapitaSpring. About 17.7% of Capital Tower's NLA is under advanced negotiation.
2 WeWork has leased the entire NLA and the term has commenced in December 2021, with rent payment expected in 2Q 2022.
3 CapitaSpring achieved TOP on 15 November 2021. As at 9 February 2022, the committed occupancy was about 93%.

BUSINESS SECTORS OF NEW LEASES SIGNED IN 2021[2]

Business Consultancy	128,457	43.7%
Financial Services	40,810	13.9%
IT, Media and Telecommunications	24,526	8.3%
Banking	22,217	7.6%
Food and Beverage	19,268	6.5%
Real Estate and Property Services	18,669	6.3%
Manufacturing and Distribution	14,396	4.9%
Energy and Commodities	10,441	3.5%
Maritime and Logistics	8,022	2.7%
Legal	5,813	2.0%
Travel and Hospitality	1,087	0.4%
Services	484	0.2%
	294,190	**100%**

2 Based on NLA of new leases and excluding new leases committed for German properties.

Active Leasing Despite Challenging Market

Over 839,000 sq ft of new and renewed office leases were signed in 2021, excluding One George Street which was divested in December 2021. The tenant retention rate was 69.3% in FY 2021, largely due to the relocation of JPMorgan Chase Bank, N.A. from Capital Tower, to CapitaSpring.

CICT continued to attract new tenants from diverse trade sectors. The three largest sectors of demand are 1) Business Consultancy, 2) Financial Services and 3) IT, Media and Telecommunications. The WALE of office leases entered into in 2021 was 5.2 years[1]. The proportion of revenue attributed to these leases was approximately 21.0% of the office portfolio's committed gross rental income for the month of December 2021, and includes the proportionate interest in the joint venture and German assets.

1 Based on office leases signed and commenced in 2021, the WALE would be 4.4 years and the proportion of revenue attributed to these leases would be approximately 11.2% of the office portfolio gross rental income for the month of December 2021.

Improving Average Office Portfolio Rent

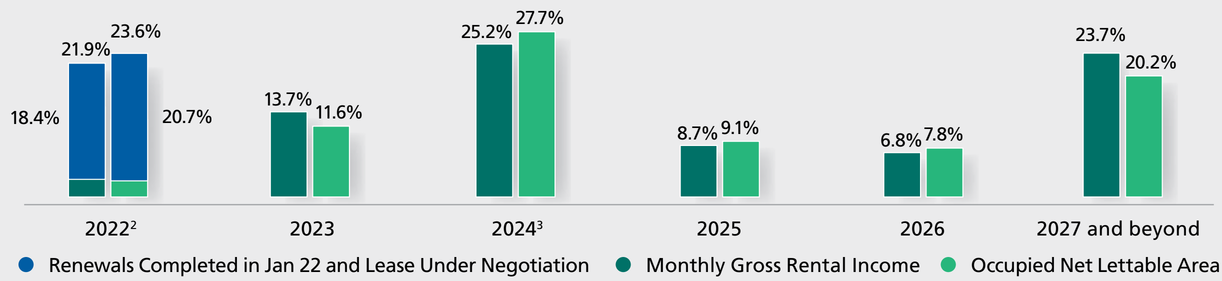
CICT has consistently achieved office rents above market rental rates reported by property consultants for renewals and new leases. In 2021, the average monthly rent for CICT's Singapore office properties excluding Funan and The Atrium@Orchard, continued on an upward trajectory, from S$10.27 psf as at 31 December 2020 to S$10.33 psf as at 31 December 2021. The uplift was largely due to the injection of CapitaSpring into the portfolio. Including Funan and The Atrium@Orchard, the average monthly office portfolio rent would be S$10.02 psf.

Building	Average Expired Rents (S$psf)	Committed Rents in 2021 (S$psf)
Asia Square Tower 2	12.30	10.47 – 13.00
CapitaGreen	11.45	10.35 – 13.30
Six Battery Road	11.03	9.00 – 13.20
Raffles City Tower	9.67	9.20 – 10.50

Well Spread Lease Expiry Profile

The WALE (based on gross rental income) for CICT's office portfolio was 3.2 years as at 31 December 2021. This was attributed to CICT's proactive leasing strategy, which includes active tenant engagement, forward lease renewals and active management of the portfolio lease expiry profile. As at 31 December 2021, about 18.4% (based on gross rental income) of the office leases expiring in 2022 were under negotiation. Within the 18.4%, lease renewals with two major tenants were completed in January 2022.

OFFICE PORTFOLIO[1] LEASE EXPIRY PROFILE
(As at 31 December 2021)



1 Based on gross rental income as at 31 December 2021. Includes CapitaSpring, Raffles City Tower, Funan (office), The Atrium@Orchard (office), Gallileo and Main Airport Center's leases; and WeWork's 7-year lease at 21 Collyer Quay from late 2021. Rent payment for 21 Collyer Quay expected in 2Q 2022.
2 Two expiring leases were renewed in January 2022.
3 The existing lease with Commerzbank will terminate in January 2024. The CICT manager is exploring plans for the building.

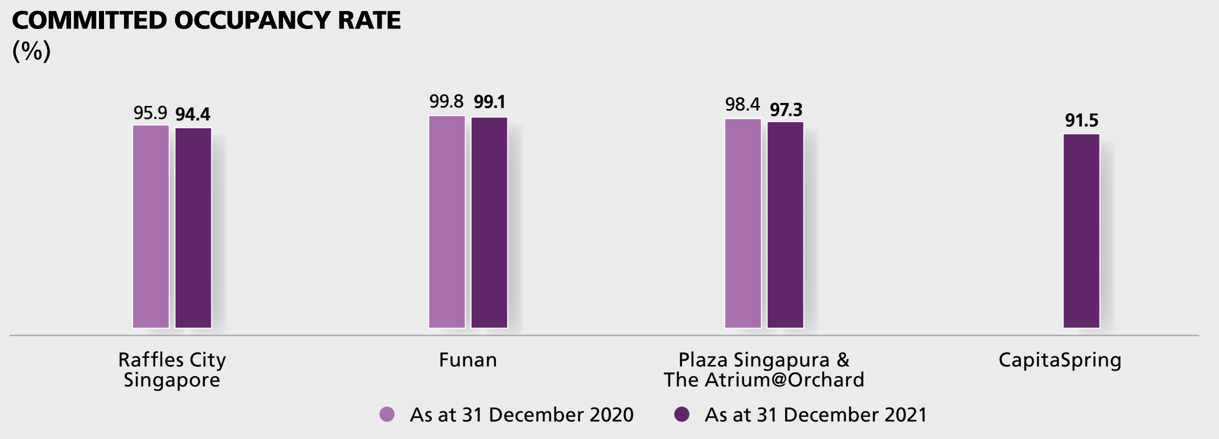
CICT'S KEY OFFICE BUILDINGS' EXPIRY PROFILES AS A PERCENTAGE OF OFFICE PORTFOLIO COMMITTED GROSS RENTAL INCOME

	2022		2023		2024	
	% of Expiring Lease	Monthly Average Expiring Gross Rent (psf)	% of Expiring Lease	Monthly Average Expiring Gross Rent (psf)	% of Expiring Lease	Monthly Average Expiring Gross Rent (psf)
Asia Square Tower 2	3.8	11.31	4.6	11.09	4.5	10.79
Capital Tower	4.3	5.99	0.2	8.52	3.9	8.77
CapitaGreen	3.5	11.33	3.8	10.76	4.6	11.35
Six Battery Road	3.3	11.67	2.2	11.96	2.1	11.54
Total	**14.9**	**9.03**	**10.8**	**11.07**	**15.0**	**10.41**

INTEGRATED DEVELOPMENT OPERATIONS REVIEW

Stable Occupancy Rate

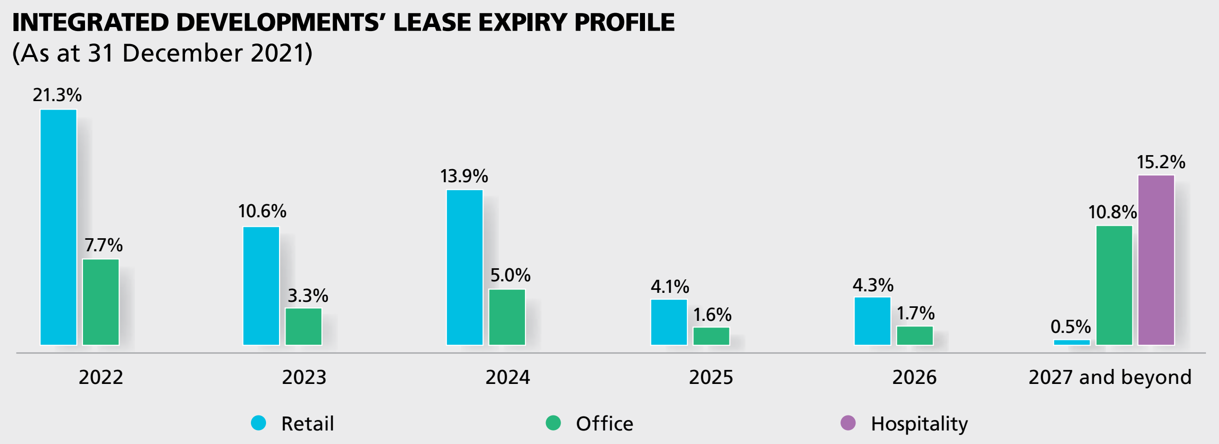
Our integrated development properties registered stable occupancies amidst a challenging year. The overall occupancy was 96.0% as at 31 December 2021 based on the blended occupancy rates of the retail and office components.



CapitaSpring achieved TOP in November 2021. Committed occupancy includes office and ancillary retail space but does not include the serviced residence component.

Long Lease Expiry Profile for Integrated Developments

For our integrated development portfolio comprising retail, office and hotel components, the WALE by monthly gross rental income as at 31 December 2021 is 5.0 years. The addition of CapitaSpring's leases contributed to the long and stable WALE.



Gross revenue for Financial Year (FY) 2021 was S$1,305.1 million, an increase of S$559.9 million or 75.1% from FY 2020. The increase was mainly due to the contribution from the enlarged portfolio following the Merger* on 21 October 2020 and lower rental waiver granted to tenants.

Net Property Income (NPI) for FY 2021 was S$951.1 million, an increase of S$438.4 million or 85.5% from FY 2020 mainly due to higher contribution from the enlarged portfolio following the Merger on 21 October 2020 and lower rental waiver granted to tenants.

Property	Gross Revenue (S$' million)		Net Property Income (S$' million)	
	FY 2020	FY 2021	FY 2020	FY 2021
Retail				
Tampines Mall	64.7	**76.5**	46.0	**56.2**
Junction 8	49.8	**56.5**	34.4	**40.6**
IMM Building	72.5	**83.4**	48.2	**58.7**
Westgate	57.1	**64.1**	38.7	**45.3**
Bugis Junction	64.7	**73.7**	44.4	**53.5**
Bugis+	24.4	**27.0**	15.9	**18.6**
Clarke Quay	21.5	**17.0**	10.2	**6.3**
Lot One Shoppers' Mall	32.7	**39.5**	21.4	**27.1**
Bedok Mall	46.1	**52.3**	33.0	**39.0**
Other assets[1]	40.8	**47.7**	25.6	**32.5**
	474.3	**537.7**	317.8	**377.8**
Office				
Asia Square Tower 2	20.2	**94.6**	15.5	**70.7**
CapitaGreen	18.4	**89.3**	14.6	**71.0**
Capital Tower	13.1	**68.5**	9.6	**50.9**
Six Battery Road	10.6	**55.7**	8.3	**41.9**
21 Collyer Quay	-	**23.1**[2]	(0.4)	**19.0**
Gallileo[3]	5.4	**29.1**	4.6	**24.0**
Main Airport Center[3]	5.5	**27.1**	3.3	**17.8**
	73.2	**387.4**	55.5	**295.3**
Integrated Developments				
Raffles City Singapore[4]	28.2	**190.2**	18.1	**140.7**
Funan	54.7	**62.1**	37.3	**42.9**
Plaza Singapura	70.7	**82.1**	51.1	**60.4**
The Atrium@Orchard	44.1	**45.6**	32.9	**34.0**
	197.7	**380.0**	139.4	**278.0**
CICT Group	**745.2**	**1,305.1**	**512.7**	**951.1**

1 Bukit Panjang Plaza and JCube are classified under Other assets.
2 Refers to amortised rent upon handover of property to tenant.
3 CICT owns 94.9% interest in Gallileo and Main Airport Center. The reported figure is 100.0% basis.
4 As a result of the Merger, with effect from 21 October 2020, RCS Trust is a wholly owned subsidiary of CICT. FY 2020 relates to gross revenue from RCS Trust on 100.0% basis from 21 October 2020 to 31 December 2020.

* On 21 October 2020, the Manager announced the completion of the merger of CapitaLand Mall Trust (CMT) and CapitaLand Commercial Trust (CCT) by way of a trust scheme of arrangement (the Merger, the Trust Scheme). The Merger was effected through the acquisition by CMT of all the issued and paid-up units in CCT by way of the Trust Scheme in accordance with the Singapore Code on Take-overs and Mergers.

CICT's Interest in Joint Ventures' Gross Revenue and NPI are Shown Below for Information:

Property	Gross Revenue (S$' million)		Net Property Income (S$' million)	
	FY 2020	FY 2021	FY 2020	FY 2021
Raffles City Singapore (40.0% interest)[1]	63.0	-	48.0	-
One George Street (50.0% interest)[2]	4.8	**24.4**	3.8	**18.5**
CapitaSpring (45.0% interest)[3]	-	**9.4**	(0.1)	**5.9**
Total	67.8	**33.8**	51.7	**24.4**

1 These figures relate to the period from 1 January 2020 to 20 October 2020, where CICT owned 40.0% of the units in RCS Trust.
2 CICT's 50.0% interest in One George Street (OGS), held through One George Street LLP (OGS LLP) was divested and the sale was completed on 9 December 2021. For FY 2021 and FY 2020, these figures relate to the period from 1 January 2021 to 8 December 2021 and 21 October 2020 to 31 December 2020 respectively.
3 CapitaSpring is held through CICT's 45.0% interest in Glory Office Trust and CCT's 45.0% interest in Glory SR Trust and achieved Temporary Occupation Permit in November 2021. For the period from 21 October 2020 to 31 December 2020, CapitaSpring was under development.

DISTRIBUTIONS

Distribution for FY 2021 was S$674.7 million, an increase of S$305.3 million or 82.7% compared to FY 2020. The increase was mainly attributable to higher contribution from the enlarged portfolio following the Merger on 21 October 2020. CICT had retained distribution income of S$10.0 million and S$2.7 million received from CapitaLand China Trust and Sentral REIT respectively for general corporate and working capital purposes.

On 16 December 2021, 127,551,000 new units in CICT were issued via a private placement exercise to partially fund the proposed acquisitions of 66 Goulburn Street and 100 Arthur Street and 50.0% interest in 101-103 Miller Street and Greenwood Plaza, Sydney, Australia. CICT declared an advanced distribution of 4.85 cents per Unit for the period from 1 July 2021 to 15 December 2021, the day immediately prior to the date on which the private placement of new units were issued. The advanced distribution was paid on 28 January 2022.

Breakdown of the Unitholders' distribution per Unit (DPU) in cents for FY 2021 as compared to FY 2020 are as follows:

2021	1 January to 30 June	1 July to 15 December	16 December to 31 December	1 January to 31 December
DPU (cents)	5.18	4.85	0.37[1]	10.40
		← 5.22 →		

2020	1 January to 31 March	1 April to 30 June	1 July to 30 September	1 October to 20 October	21 October to 31 December	1 January to 31 December
DPU (cents)	0.85	2.11	3.10	0.89	1.74[2]	8.69
			← 3.99 →			
				← 2.63 →		

1 DPU for 16 December 2021 to 31 December 2021 was based on the enlarged number of 6,608,618,340 Units as at 31 December 2021 after the issuance of 127,551,000 Units via the private placement exercise on 16 December 2021.
2 DPU for 21 October 2020 to 31 December 2020 was based on the enlarged number of 6,470,704,116 Units as at 31 December 2020 after the issuance of 2,780,549,536 Units in connection with the payment to CCT Unitholders as consideration units on 28 October 2020.

ASSETS

As at 31 December 2021, the total assets for the Group were S$22.7 billion compared with S$22.4 billion as at 31 December 2020. The increase was mainly due to valuation gain of S$270.5 million and capital expenditure of S$86.1 million. Cash and cash equivalents also increased by S$181.5 million mainly from the increase in operating cash flow contributed by the higher NPI as a result of the Merger and lower rental waiver granted to tenants as well as the change in frequency of distribution payment from quarterly to half yearly basis. The increase was partially offset by decrease in joint ventures of S$187.8 million mainly arising from the divestment of One George Street held through One George Street LLP, which was completed on 9 December 2021.

KEY FINANCIAL INDICATORS

	As at 31 December 2020	As at 31 December 2021
Aggregate Leverage[1,2] (%)	40.6	**37.2**[3]
% of Total Assets that are Unencumbered (%)	95.8	**96.1**
Net Debt / EBITDA[4] (times)	N.M.[5]	**9.5**
Interest Coverage[2,6] (times)	3.8	**4.1**
Average Term to Maturity (years)	4.1	**3.9**
Average Cost of Debt[7] (%)	2.8	**2.3**
CICT's Issuer Rating	'A3' by Moody's 'A-' by S&P	**'A3' by Moody's** **'A-' by S&P**

1 In accordance with Property Funds Appendix, CICT's proportionate share of its joint ventures' borrowings and deposited property values are included when computing aggregate leverage. The ratio of total gross borrowings to total net assets is 63.1% and 71.6% as at 31 December 2021 and 31 December 2020 respectively.
2. Following the release of the circular dated 28 December 2021 from Monetary Authority of Singapore to exclude the land lease liabilities and interest expense on lease liabilities in the computation. On the same basis, the aggregate leverage as at 31 December 2020 is 40.5% while the interest cover as at 31 December 2020 remains the same as previously reported.
3. Pro forma aggregate leverage post acquisition of the three Australian properties is 40.0%.
4. Net Debt comprises gross debt of CICT Group and its proportionate share of joint ventures' borrowings less total cash of CICT Group and EBITDA refers to earnings of CICT Group, before interest, tax, depreciation and amortisation (excluding effects of any fair value changes of derivatives and investment properties, and foreign exchange translation as well as non-operational gain/loss and share of results of joint ventures) and distribution income from joint ventures, on a trailing 12-month basis.
5. N.M.: Not meaningful for information as at 31 December 2020 as net debt includes CCT's and RCS Trust's borrowings but the incremental EBITDA from the acquired entities after the Merger is only from 21 October 2020 to 31 December 2020.
6. Ratio of earnings of CICT Group, before interest, tax, depreciation and amortisation (excluding effects of any fair value changes of derivatives and investment properties, and foreign exchange translation as well as non-operational gain/loss and share of results of joint ventures) and distribution income from joint ventures, over interest expense and borrowing-related costs, on a trailing 12-month basis.
7. Ratio of interest expense over weighted average borrowings.

CAPITAL MANAGEMENT

In 2021, CMT MTN Pte. Ltd. (CMT MTN) issued a HK$ denominated note and Singapore dollar denominated note under the unsecured S$7.0 billion Multicurrency Medium Term Note Programme (MTN Programme) as follows:

1. HK$713.0 million fixed rate notes due 1 February 2033 at 2.53% per annum on 1 February 2021, which was swapped to S$125.0 million at 2.15%; and
2. S$460.0 million fixed rate notes due 8 March 2028 at 2.10% per annum on 8 March 2021.

The above fixed rate notes were used to refinance the S$350.0 million retail bonds and S$213.3 million of the MTN notes due in FY 2021.

On 12 November 2021, the Manager announced the divestment of One George Street (OGS) (50.0% interest) held through One George Street LLP (OGS LLP) and the sale was completed on 9 December 2021.

On 3 December 2021 and 23 December 2021, the Manager announced the proposed acquisitions of 66 Goulburn Street and 100 Arthur Street and 50.0% interest in 101-103 Miller Street and Greenwood Plaza, Sydney, Australia respectively (the "Proposed Acquisitions"). The total acquisition outlay for the Proposed Acquisitions approximates S$821.8 million. The Proposed Acquisitions are expected to be completed in first quarter of 2022, subject to the fulfilment of certain conditions precedent, which include the receipt of approval from the relevant authority.

127,551,000 new units were issued on 16 December 2021 pursuant to a private placement to raise approximately S$250.0 million of equity proceeds. As set out in the private placement announcement dated 8 December 2021 in relation to the close of the private placement, approximately S$245.9 million (which is equivalent to approximately 98.4% of the gross proceeds of the private placement) will be deployed to partially fund the Proposed Acquisitions and the balance is to be used to pay estimated transaction-related expenses in connection with the private placement. In the private placement announcement, it was stated that pending the deployment of the net proceeds from the private placement, the net proceeds may be used, among others, to repay outstanding borrowings.

As set out in the announcement dated 23 December 2021 (Use of Proceeds Announcement) in relation to the use of proceeds of the private placement, approximately

S$53.6 million (which is equivalent to approximately 21.4% of the gross proceeds of the private placement) has been used for deposit payments for the Proposed Acquisitions. Such use is in accordance with the stated use and percentage of the gross proceeds of the private placement as stated in the Announcements (as defined in the Use of Proceeds Announcement). As the completion of the Proposed Acquisitions is expected in first quarter of 2022, for capital management purposes, approximately S$192.1 million of the equity proceeds and S$325.8 million of the net proceeds from the divestment of OGS have been utilised to repay certain borrowings in the interim. The Manager will make periodic announcements on the actual utilisation of the proceeds of the private placement via SGXNet as and when such funds are materially utilised and whether such a use is in accordance with the stated use and in accordance with the percentage allocated. Where there is any material deviation from the stated use of proceeds, the Manager will announce the reasons for such deviation.

CICT Group holds derivative financial instruments to hedge its currency and interest rate risk exposures. The fair value derivative for FY 2021, which was included in the financial statements as financial derivative assets and financial derivative liabilities were S$30.9 million and S$32.4 million respectively. These net financial derivative liabilities of S$1.5 million represented 0.01% of the net assets of CICT Group as at 31 December 2021.

The total borrowings of CICT Group[1] as at 31 December 2021 are as follows:-

TOTAL BORROWINGS OF CICT GROUP[1]

	S$ million	%
Bank loans[2]	2,685.6	33.1
Unsecured Medium term notes and Euro-Medium term notes[3]	5,051.0	62.2
Total unsecured borrowings at CICT Group[1]	**7,736.6**	**95.3**
Secured bank loans[2]	382.4	4.7
Total borrowings at CICT Group[1]	**8,119.0**	**100.0**

1 Excludes CICT Group's 45.0% interest in Glory Office Trust and Glory SR Trust.
2 Includes fixed rate foreign currency bank loans.
3 Includes foreign currency denominated notes which have been swapped to Singapore dollars at their respective swapped rates.

CICT'S INTEREST IN JOINT VENTURES

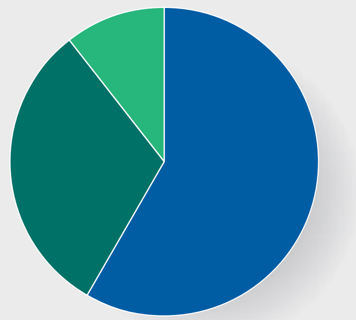
Following the completion of the divestment on 9 December 2021, the secured bank borrowings at OGS LLP amounting to S$580.0 million (CICT's 50.0% share is S$290.0 million) were repaid on the same day.

CICT has a 45.0% direct interest in Glory Office Trust (GOT) and Glory SR Trust (GSRT) which is held indirectly through CCT. As at 31 December 2021, the secured bank loans at GOT and GSRT amount to S$1,140.0 million. CICT's 45.0% share thereof is S$513.0 million.

FOR INFORMATION ONLY

CICT's 45.0% interest in Glory Office Trust and Glory SR Trust	S$ million
Secured bank loans	513.0
(based on CICT's proportionate share)	

FUNDING SOURCES[4]
(As at 31 December 2021)



4 Based on CICT Group's borrowings and proportionate share of joint ventures' borrowings.

Proforma impact assuming +0.1% p.a. increase in interest rate	
Estimated additional annual interest expenses	**+S$1.48 million p.a[5]**
Estimated DPU	**-0.02 cents per Unit[6]**

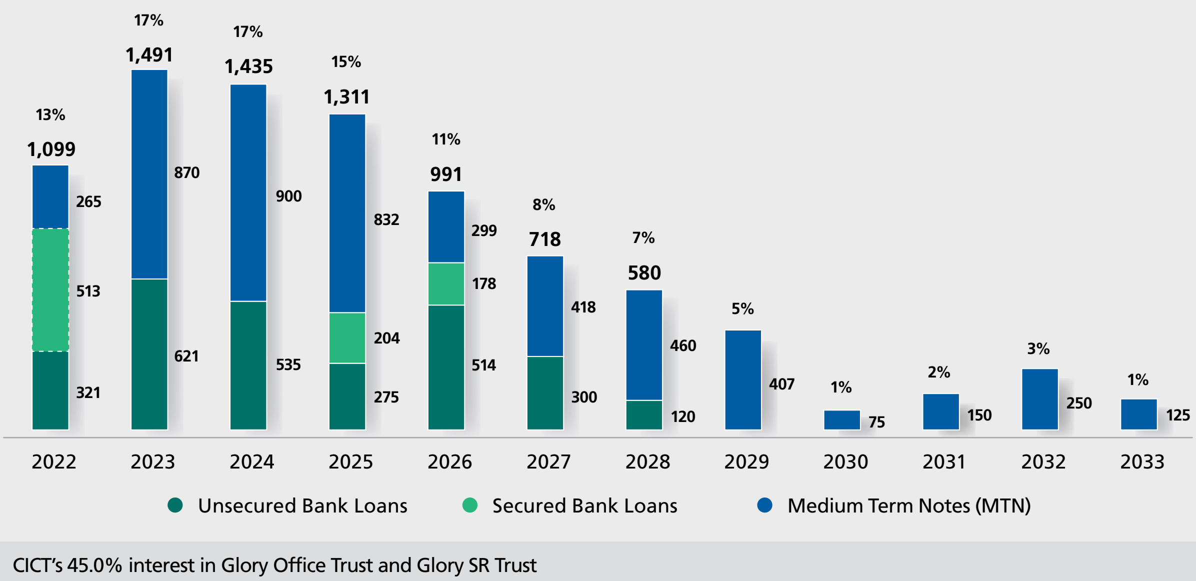
5 Computed on full year basis on floating rate borrowings of CICT Group and proportionate share of joint ventures' borrowings as at 31 December 2021.
6 Based on the number of units in issue as at 31 December 2021.

In summary, as at 31 December 2021, CICT Group's aggregate leverage was 37.2% with 95.3% in unsecured borrowings. Average cost of debt was at 2.3% as at 31 December 2021 compared to 2.8% as at 31 December 2020 mainly due to refinancing of seven-year retail bonds and medium term notes at lower interest rates.

As at 31 December 2021, 7.2% or S$585.8 million of CICT Group's borrowings (excluding interest in joint ventures) will mature in 2022. CICT has sufficient internal resources and bank facilities to cover the repayments due in 2022. The Manager will continue to adopt a rigorous and focused approach to capital management.

The Manager is also committed to diversifying funding sources and will continue to review its debt profile to reduce refinancing risk.

DEBT MATURITY PROFILE AS AT 31 DECEMBER 2021
(Including CICT Group's 45.0% interest in Glory Office Trust and Glory SR Trust) (S$ million)



CASH FLOWS AND LIQUIDITY

CICT Group takes a proactive role in monitoring its cash flow position and requirements to ensure sufficient liquidity and adequate funding is available for distribution to the Unitholders as well as to meet any short-term obligations.

As at 31 December 2021, the value of cash and cash equivalents of CICT Group stood at S$365.1 million, an increase of S$181.5 million compared with S$183.6 million as at 31 December 2020.

Net cash generated from operating activities for FY 2021 was S$827.5 million. This was an increase of S$447.9 million compared to FY 2020 and was mainly due to higher net income in FY 2021.

In FY 2021, net cash generated from investing activities was S$256.4 million mainly due to the divestment of OGS.

Net cash used in financing activities for FY 2021 was S$902.4 million, largely due to the repayment of bank loans and redemption of retail bonds during the year.

FOREIGN EXCHANGE RISK MANAGEMENT

CICT Group manages foreign exchange risks through natural and forward hedges. For CICT Group's German properties, Euro denominated borrowings were obtained as a hedge for CICT's net investment value. In addition, anticipated net dividends from the German properties were hedged with forward foreign exchange contracts.

ACCOUNTING POLICIES

The financial statements have been prepared in accordance with the *Statement of Recommended Accounting Practice 7 Reporting Framework for Investment Funds (RAP 7)* issued by the Institute of Singapore Chartered Accountants, the applicable requirements of the Code on Collective Investment Schemes issued by the Monetary Authority of Singapore and the provisions of the Trust Deed. RAP 7 requires that accounting policies adopted generally comply with the principles relating to recognition and measurement of the Singapore Financial Reporting Standards.

Singapore

RETAIL

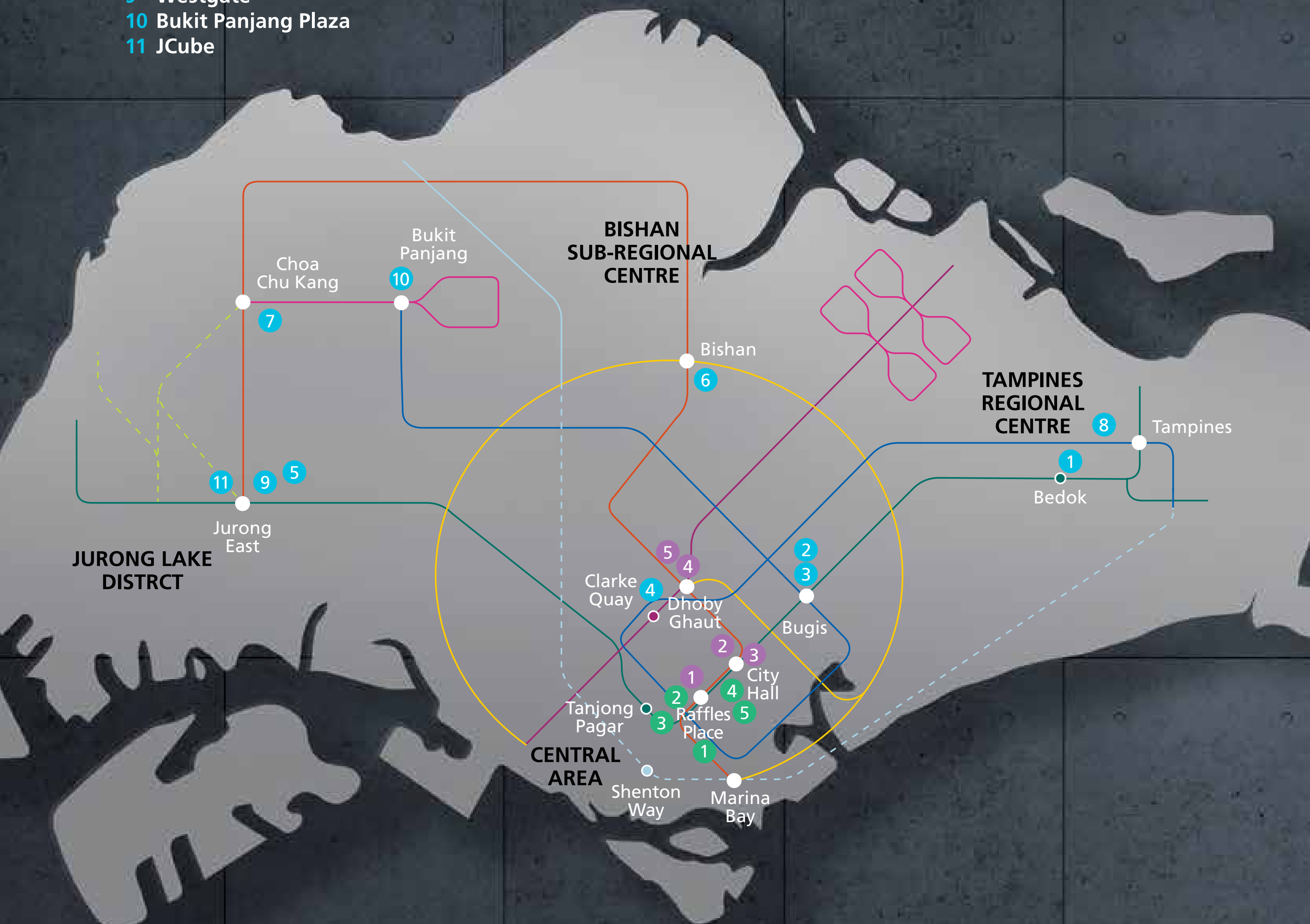
1 Bedok Mall
2 Bugis+
3 Bugis Junction
4 Clarke Quay
5 IMM Building
6 Junction 8
7 Lot One Shoppers' Mall
8 Tampines Mall
9 Westgate
10 Bukit Panjang Plaza
11 JCube

OFFICE

1 Asia Square Tower 2
2 CapitaGreen
3 Capital Tower
4 Six Battery Road
5 21 Collyer Quay

INTEGRATED DEVELOPMENT

1 CapitaSpring
2 Funan
3 Raffles City Singapore
4 Plaza Singapura
5 The Atrium@Orchard

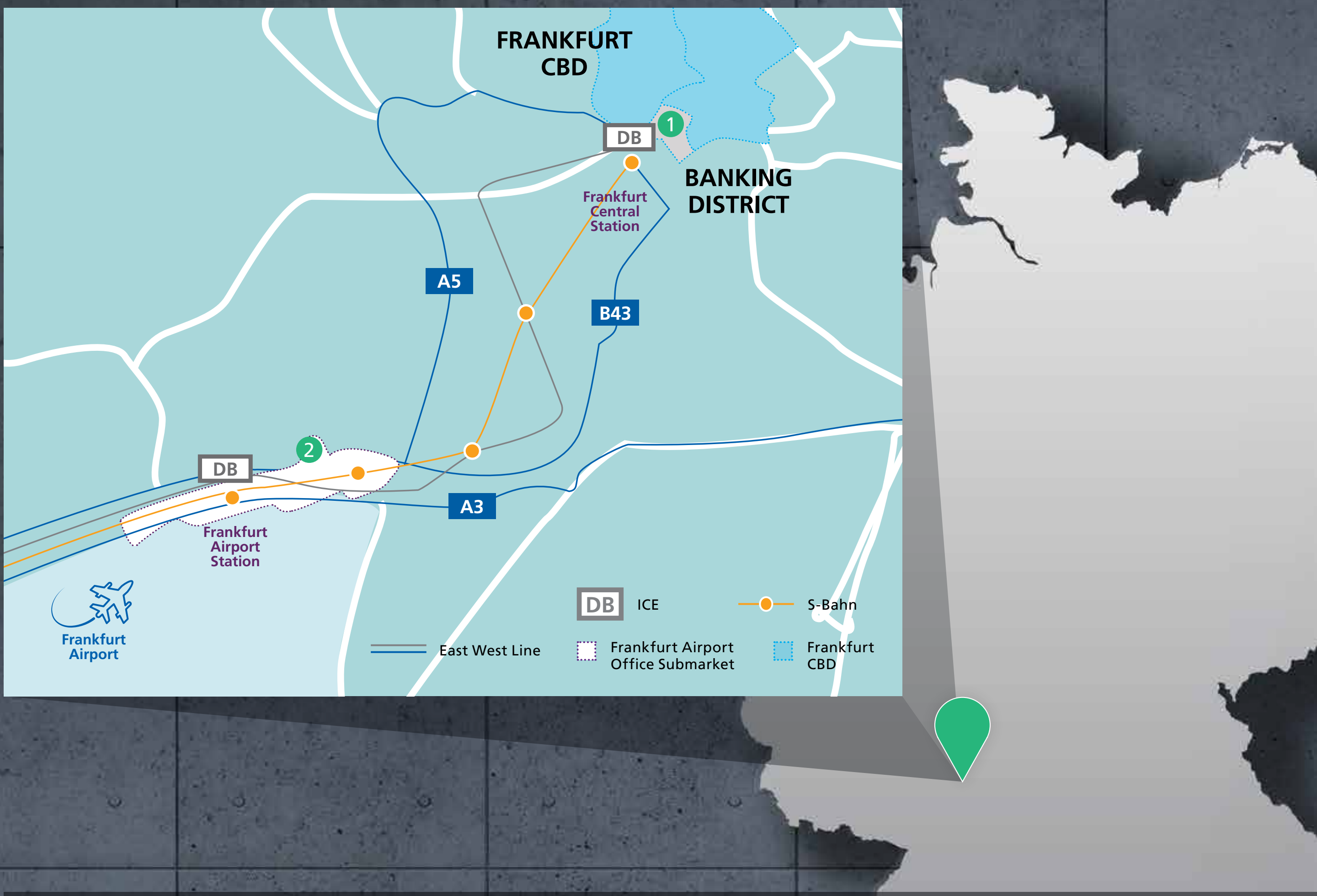


Retail Property
Office Property
Integrated Development
MRT Interchange
East West Line
North South Line
North East Line
Circle Line
Downtown Line
Light Rail Transit Line
Thomson Line
Jurong Region Line (under construction)

Frankfurt, Germany

OFFICE

1 Gallileo
2 Main Airport Center



Close proximity between Frankfurt airport and city centre

20 MINS BY CAR
Via A3 / A5 motorways

11 MINS BY TRAIN
Inter City Express (ICE) high speed trains offer 204 domestic and regional connections

15 MINS BY S-BAHN COMMUTER RAILWAY
4 stops to city centre (Frankfurt central station)

BEDOK MALL

Bedok Mall is the first major mall in Bedok, one of Singapore's most populous housing estates. As part of a retail-residential-transport hub development in the heart of the Bedok Town Centre, Bedok Mall enjoys excellent connectivity with direct connection to Bedok Mass Rapid Transit (MRT) station and bus interchange. Bedok Mall is home to over 200 shops spanning four floors, serving everyday essentials, food & beverage, lifestyle and fashion options.

PROPERTY INFORMATION

Address	311 New Upper Changi Road
Land Tenure	Leasehold tenure of 99 years with effect from 21 November 2011
Agreed property value in 2015	S$780.0 million
Carpark Lots	265
Bicycle Lots	200
Award	• BCA Universal Design Mark GoldPLUS (2016) • BCA Green Mark Platinum (2021)

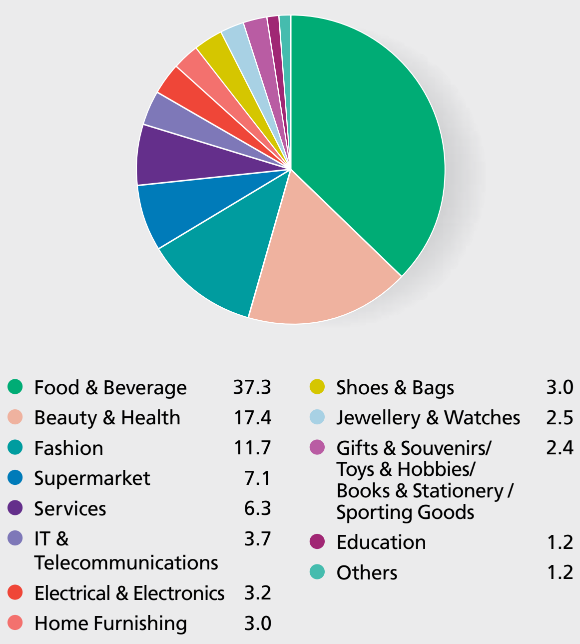
As at 31 December	2020	2021
Valuation (S$ million)	779.0	**783.0**
Gross Floor Area (sq ft)	335,877	**335,877**
Net Lettable Area (sq ft)	222,469	**222,469**
Number of Tenants	191	**191**
Committed Occupancy (%)	99.1	**99.2**
Annual Shopper Traffic (million)	14.4	**14.0**
Gross Revenue[1] (S$ million)	46.1	**52.3**
Net Property Income (S$ million)	33.0	**39.0**

1 Gross revenue comprises gross rental income, car park income and other income.

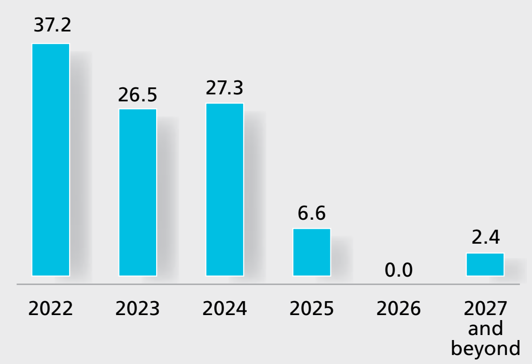
TOP 5 TENANTS[2]

1	NTUC Enterprise Co-Operative Ltd
2	Uniqlo (Singapore) Pte. Ltd.
3	Hanbaobao Pte. Ltd.
4	Best Denki (Singapore) Pte.Ltd.
5	Cotton On Singapore Pte. Ltd.

TRADE MIX[2]
(%)



LEASE EXPIRY PROFILE[3]
(%)



2 Based on gross rental income for the month of December 2021 and excludes gross turnover rent.
3 As at 31 December 2021, based on committed gross rental income for the expiry month of the lease and excludes gross turnover rent.

BUGIS+

Bugis+ is strategically located within Singapore's Civic and Cultural District and directly opposite Bugis Junction. Easily accessible via Bugis MRT station, Bugis+ is connected by an overhead link bridge to the second storey of Bugis Junction. The integration of the two malls further strengthens its overall appeal to shoppers with a combined retail space of more than 600,000 sq ft. Bugis+ exudes vibrancy with endless entertainment, exciting food & beverage options and stylish fashion offerings, creating a dynamic magnet for fun-seeking trendy youth in the heart of Bugis.

PROPERTY INFORMATION

Address	201 Victoria Street
Land Tenure	Leasehold tenure of 60 years with effect from 30 September 2005
Purchase price in 2011	S$295.0 million
Carpark Lots	325
Bicycle Lots	15
Award	BCA Green Mark Platinum (2021)

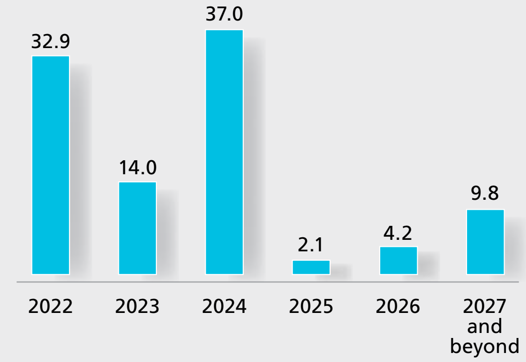
As at 31 December	2020	2021
Valuation (S$ million)	353.0	**354.0**
Gross Floor Area (sq ft)	319,652	**319,652**
Net Lettable Area (sq ft)	214,376	**214,408**
Number of Tenants	87	**84**
Committed Occupancy (%)	99.5	**95.5**
Annual Shopper Traffic (million)	10.2	**8.4**
Gross Revenue[1] (S$ million)	24.4	**27.0**
Net Property Income (S$ million)	15.9	**18.6**

1 Gross revenue comprises gross rental income, car park income and other income.

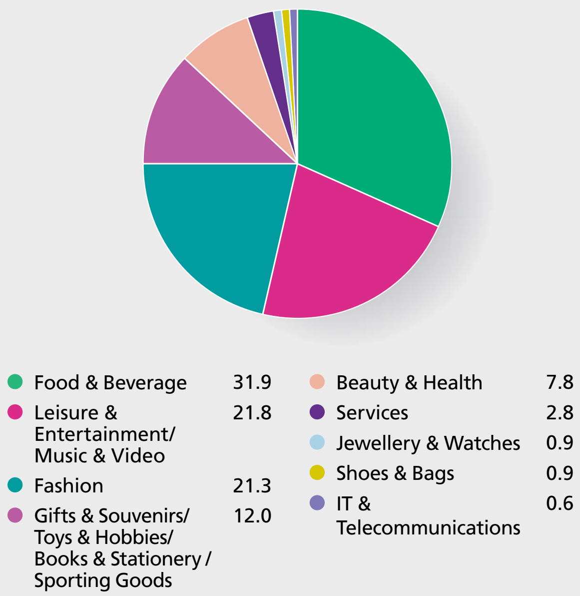
TOP 5 TENANTS[2]

1 Hansfort Investment Pte. Ltd.
2 Uniqlo (Singapore) Pte. Ltd.
3 JD Sports Fashion Pte. Ltd.
4 Singapore Hai Di Lao Dining Pte. Ltd.
5 Prize Station

LEASE EXPIRY PROFILE[3]
(%)



TRADE MIX[2]
(%)



2 Based on gross rental income for the month of December 2021 and excludes gross turnover rent.
3 As at 31 December 2021, based on committed gross rental income for the expiry month of the lease and excludes gross turnover rent.

BUGIS JUNCTION

Bugis Junction is located within Singapore's Civic and Cultural District and directly connected to Bugis MRT station, an interchange for the East-West Line and Downtown Line. Integrated with a hotel and an office tower, Bugis Junction is positioned as a modern fashion destination mall. The mall encompasses exciting dining choices for young adults and professionals. Blending new-and-old-world charm, the mall features Singapore's first and only air-conditioned sky-lit shopping streets flanked by rows of historical shophouses. With an overhead link bridge to Bugis+, shoppers can enjoy a wider range of retail, food & beverage, and entertainment offerings.

PROPERTY INFORMATION

Address	200 Victoria Street
Land Tenure	Leasehold tenure of 99 years with effect from 10 September 1990
Purchase price in 2005	S$605.8 million
Carpark Lots	648
Bicycle Lots	19
Award	BCA Green Mark Platinum (2021)

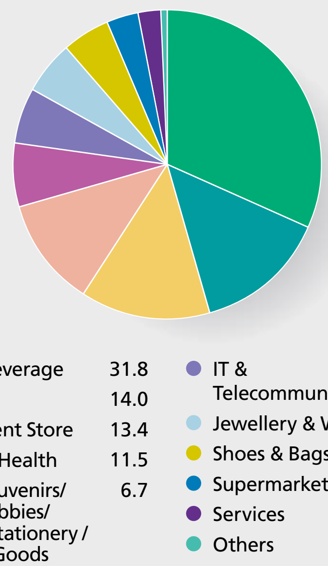
As at 31 December	2020	2021
Valuation (S$ million)	1,087.0	**1,088.0**
Gross Floor Area (sq ft)	577,025	**577,025**
Net Lettable Area (sq ft)	396,419	**392,953**
Number of Tenants	220	**227**
Committed Occupancy (%)	98.7	**99.1**
Annual Shopper Traffic (million)	21.0	**18.4**
Gross Revenue[1] (S$ million)	64.7	**73.7**
Net Property Income (S$ million)	44.4	**53.5**

1 Gross revenue comprises gross rental income, car park income and other income.

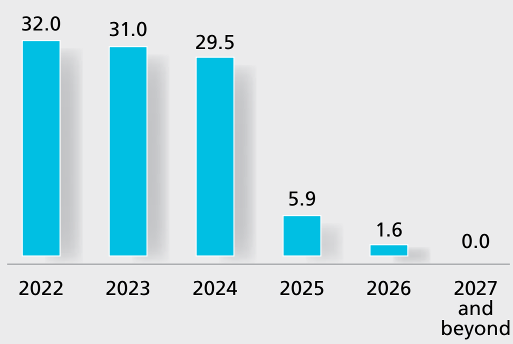
TOP 5 TENANTS[2]

1 BHG (Singapore) Pte. Ltd.
2 Cold Storage Singapore (1983) Pte Ltd
3 Breadtalk Group Limited
4 Challenger Technologies Limited
5 Japan Foods Holding Ltd

TRADE MIX[2]
(%)



LEASE EXPIRY PROFILE[3]
(%)



2 Based on gross rental income for the month of December 2021 and excludes gross turnover rent.
3 As at 31 December 2021, based on committed gross rental income for the expiry month of the lease and excludes gross turnover rent.

CLARKE QUAY

Clarke Quay is a unique conserved historical landmark located along the Singapore River and at the fringe of Singapore's Central Business District. Conveniently located within walking distance of Clarke Quay MRT station and Fort Canning MRT station, the development comprises five blocks of restored shophouses and warehouses infused with funky art-deco structures. Clarke Quay is a popular lifestyle destination for locals and tourists, offering differentiated dining and entertainment experiences.

PROPERTY INFORMATION

Address	3A/B/C/D/E River Valley Road
Land Tenure	Leasehold tenure of 99 years with effect from 13 January 1990
Purchase price in 2010	S$268.0 million
Carpark Lots	424
Bicycle Lots	-
Award	BCA Green Mark Certified (2019)

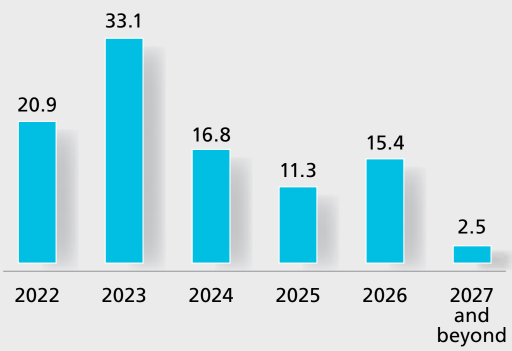
As at 31 December	2020	2021
Valuation (S$ million)	394.0	**342.0**
Gross Floor Area (sq ft)	366,600	**366,600**
Net Lettable Area (sq ft)	293,248	**293,248**
Number of Tenants	59	**44**
Committed Occupancy (%)	90.1	**73.5**
Annual Shopper Traffic (million)	5.6	**5.1**
Gross Revenue[1] (S$ million)	21.5	**17.0**
Net Property Income (S$ million)	10.2	**6.3**

1 Gross revenue comprises gross rental income, car park income and other income.

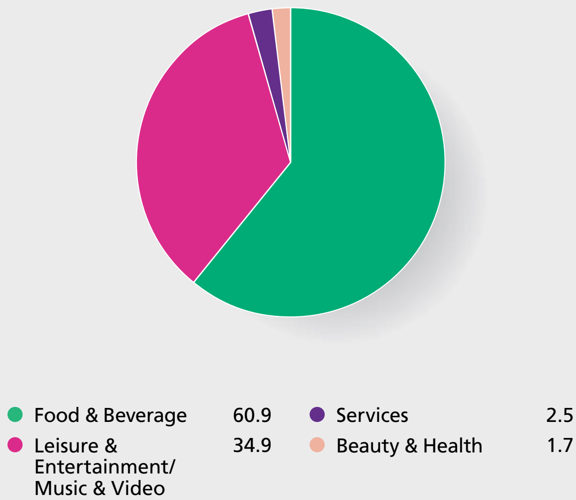
TOP 5 TENANTS[2]

1 Zouk Clarke Quay Pte. Ltd.
2 HR Millennium Pte. Ltd.
3 Huone Singapore Pte Ltd
4 Funlab Singapore Holdings Pte Ltd
5 Singapore Hai Di Lao Dining Pte. Ltd

LEASE EXPIRY PROFILE[3]
(%)



TRADE MIX[4]
(%)



2 Based on net lettable area for the month of December 2021.
3 As at 31 December 2021, based on committed gross rental income for the expiry month of the lease and excludes gross turnover rent.
4 Based on gross rental income for the month of December 2021 and excludes gross turnover rent.

IMM BUILDING

Strategically located adjacent to Jurong Gateway within the Jurong Lake District, IMM Building (IMM) is Singapore's largest outlet mall. Seamlessly connected via an elevated covered walkway to Jurong East MRT station, an interchange for the East-West Line and North-South Line, the outlet mall offers a wide variety of value shopping and dining options for families, professionals and young adults. Besides its proximity to the residential estates, IMM is surrounded by major developments such as Westgate and Ng Teng Fong General Hospital and is close to several office and industrial developments.

PROPERTY INFORMATION

Address	2 Jurong East Street 21
Land Tenure	Leasehold tenure of 30 + 30 years with effect from 23 January 1989[1]
Purchase price in 2003	S$247.4 million
Carpark Lots	1,324
Bicycle Lots	30
Award	BCA Green Mark Gold PLUS (2019)

1 30 year extension was effected from 23 January 2019.

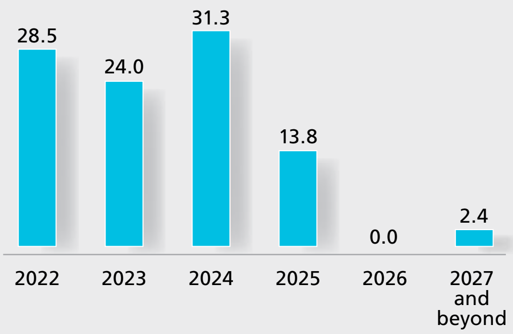
As at 31 December	2020	2021
Valuation (S$ million)	670.0	**709.0**
Gross Floor Area (sq ft)	1,426,504	**1,426,504**
Net Lettable Area (sq ft)	Total: 963,378 Retail: 424,408 Warehouse: 538,970	**Total: 963,126 Retail: 423,743 Warehouse: 539,382**
Number of Tenants	470	**474**
Committed Occupancy (%)	Total: 94.3 Retail: 99.5 Warehouse: 90.3	**Total: 96.3 Retail: 100.0 Warehouse: 93.3**
Annual Shopper Traffic (million)	12.2	**12.6**
Gross Revenue[2] (S$ million)	72.5	**83.4**
Net Property Income (S$ million)	48.2	**58.7**

2 Gross revenue comprises gross rental income, car park income and other income.

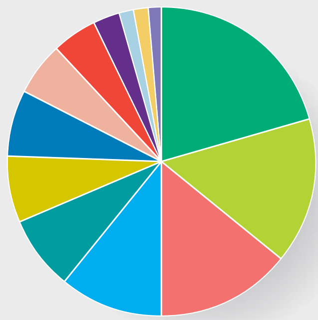
TOP 5 TENANTS[3]

1 Cold Storage Singapore (1983) Pte Ltd
2 Best Denki (Singapore) Pte. Ltd.
3 Extra Space Jurong Pte. Ltd.
4 Nike Global Trading B.V. Singapore Branch
5 NTUC Enterprise Co-Operative Ltd

LEASE EXPIRY PROFILE[4]
(%)



TRADE MIX[3]
(%)



Food & Beverage	20.7
Warehouse	15.3
Home Furnishing	14.1
Fashion	10.9
Gifts & Souvenirs/ Toys & Hobbies/ Books & Stationery / Sporting Goods	7.8
Shoes & Bags	7.0
Supermarket	6.8
Beauty & Health	5.6
Electrical & Electronics	4.7
Services	2.7
Jewellery & Watches	1.5
Department Store	1.5
IT & Telecommunications	1.4

2 Based on gross rental income for the month of December 2021 and excludes gross turnover rent.
3 As at 31 December 2021, based on committed gross rental income for the expiry month of the lease and excludes gross turnover rent.

JUNCTION 8

Junction 8 is located in the heart of Bishan and is well connected to the bus interchange and Bishan MRT station which serves the North-South Line and Circle Line. Positioned as the preferred, one-stop shopping, dining and entertainment destination, Junction 8 caters to the needs and aspirations of residents from the surrounding estates, office crowd in the area and students from nearby schools.

PROPERTY INFORMATION

Address	9 Bishan Place
Land Tenure	Leasehold tenure of 99 years with effect from 1 September 1991
Purchase price in 2002	S$295.0 million
Carpark Lots	305
Bicycle Lots	10
Award	BCA Green Mark Platinum (2021)

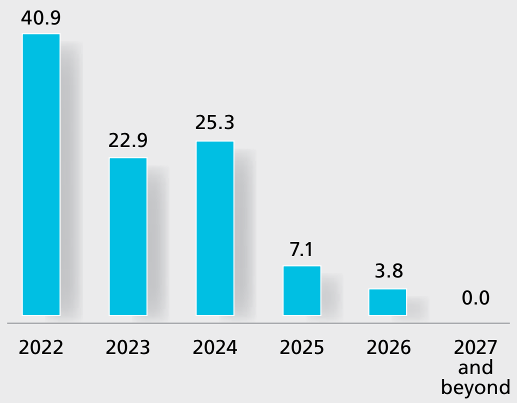
As at 31 December	2020	2021
Valuation (S$ million)	794.0	**796.0**
Gross Floor Area (sq ft)	376,551	**376,551**
Net Lettable Area (sq ft)	254,105	**254,104**
Number of Tenants	164	**165**
Committed Occupancy (%)	100.0	**100.0**
Annual Shopper Traffic (million)	18.9	**17.0**
Gross Revenue[1] (S$ million)	49.8	**56.5**
Net Property Income (S$ million)	34.4	**40.6**

1 Gross revenue comprises gross rental income, car park income and other income.

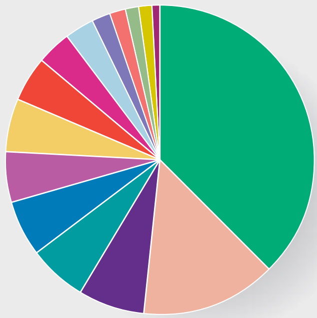
TOP 5 TENANTS[2]

1. Breadtalk Group Limited
2. NTUC Enterprise Co-Operative Ltd
3. BHG (Singapore) Pte. Ltd.
4. Best Denki (Singapore) Pte. Ltd.
5. Golden Village Multiplex Pte. Ltd.

LEASE EXPIRY PROFILE[3]
(%)



TRADE MIX[2]
(%)



Food & Beverage	37.6
Beauty & Health	14.3
Services	6.9
Fashion	6.0
Supermarket	5.9
Gifts & Souvenirs/ Toys & Hobbies/ Books & Stationery / Sporting Goods	5.4
Department Store	5.4
Electrical & Electronics	4.8
Leisure & Entertainment/ Music & Video	3.6
Jewellery & Watches	2.9
IT & Telecommunications	2.1
Home Furnishing	1.6
Government	1.5
Shoes & Bags	1.4
Education	0.6

2 Based on gross rental income for the month of December 2021 and excludes gross turnover rent.
3 As at 31 December 2021, based on committed gross rental income for the expiry month of the lease and excludes gross turnover rent.

LOT ONE SHOPPERS' MALL

Lot One Shoppers' Mall is in the heart of the Choa Chu Kang housing estate, located in the north-western region of Singapore. The mall is well connected by major arterial roads and is next to Choa Chu Kang MRT station, a light rail transit (LRT) station, and a bus interchange. It enjoys a large catchment, comprising residents from the Choa Chu Kang, Bukit Panjang, Bukit Batok and Upper Bukit Timah precincts, uniformed personnel from military camps in the vicinity, as well as students from nearby schools.

PROPERTY INFORMATION

Address	21 Choa Chu Kang Avenue 4
Land Tenure	Leasehold tenure of 99 years with effect from 1 December 1993
Agreed property value in 2007	S$243.8 million
Carpark Lots	321
Bicycle Lots	-
Award	BCA Green Mark Gold (2020)

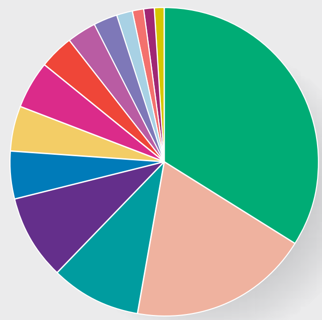
As at 31 December	2020	2021
Valuation (S$ million)	531.0	**543.5**
Gross Floor Area (sq ft)	333,804	**333,286**
Net Lettable Area (sq ft)	227,664	**226,726**
Number of Tenants	143	**148**
Committed Occupancy (%)	98.9	**99.9**
Annual Shopper Traffic (million)	10.2	**10.2**
Gross Revenue[1] (S$ million)	32.7	**39.5**
Net Property Income (S$ million)	21.4	**27.1**

1 Gross revenue comprises gross rental income, car park income and other income.

TOP 5 TENANTS[2]

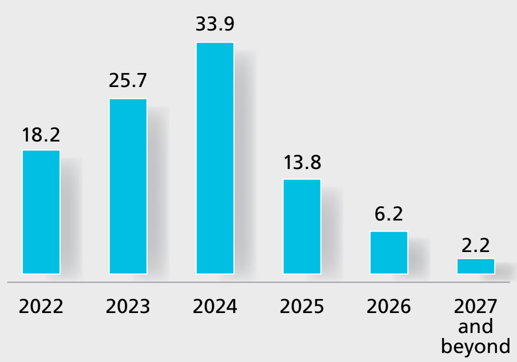
1 NTUC Enterprise Co-Operative Ltd
2 Breadtalk Group Limited
3 BHG (Singapore) Pte. Ltd.
4 Shaw Theatres Pte Ltd
5 Courts (Singapore) Pte. Ltd.

TRADE MIX[2]
(%)



Food & Beverage	34.0	Gifts & Souvenirs/ Toys & Hobbies/ Books & Stationery / Sporting Goods	2.9
Beauty & Health	18.8	IT & Telecommunications	2.7
Fashion	9.5	Jewellery & Watches	1.5
Services	8.9	Home Furnishing	1.3
Supermarket	5.0	Education	1.0
Department Store	4.9	Shoes & Bags	1.0
Leisure & Entertainment/ Music & Video	4.8		
Electrical & Electronics	3.7		

LEASE EXPIRY PROFILE[3]
(%)



2 Based on gross rental income for the month of December 2021 and excludes gross turnover rent.
3 As at 31 December 2021, based on committed gross rental income for the expiry month of the lease and excludes gross turnover rent.

TAMPINES MALL

Tampines Mall, located in the densely populated residential area of Tampines, is one of Singapore's leading suburban malls. Conveniently situated within the Tampines Regional Centre, the first and most developed centre in Singapore, the mall is accessible via Tampines MRT station and bus interchange. To meet the needs of consumers living and working around the bustling Tampines Regional Centre, Tampines Mall provides a wide variety of shopping, regional dining and entertainment options for families, professionals and young adults.

PROPERTY INFORMATION

Address	4 Tampines Central 5
Land Tenure	Leasehold tenure of 99 years with effect from 1 September 1992
Purchase price in 2002	S$409.0 million
Carpark Lots	637
Bicycle Lots	70
Award	BCA Green Mark Gold (2019)

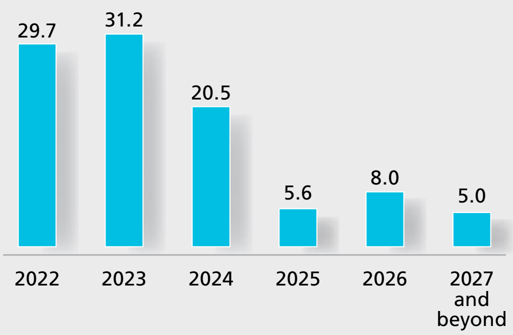
As at 31 December	2020	2021
Valuation (S$ million)	1,074.0	**1,078.0**
Gross Floor Area (sq ft)	507,324	**507,324**
Net Lettable Area (sq ft)	356,228	**356,235**
Number of Tenants	164	**167**
Committed Occupancy (%)	99.9	**100.0**
Annual Shopper Traffic (million)	17.9	**17.9**
Gross Revenue[1] (S$ million)	64.7	**76.5**
Net Property Income (S$ million)	46.0	**56.2**

1 Gross revenue comprises gross rental income, car park income and other income.

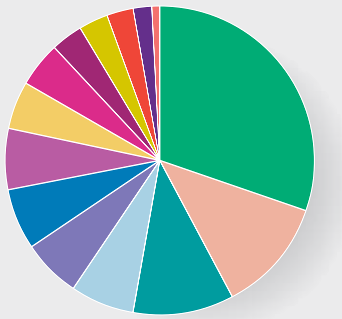
TOP 5 TENANTS[2]

1 NTUC Enterprise Co-Operative Ltd
2 Isetan (Singapore) Limited
3 Uniqlo (Singapore) Pte. Ltd.
4 Golden Village Multiplex Pte. Ltd.
5 Courts (Singapore) Pte. Ltd.

LEASE EXPIRY PROFILE[3]
(%)



TRADE MIX[2]
(%)



Food & Beverage	30.5
Beauty & Health	11.9
Fashion	10.4
Jewellery & Watches	6.7
IT & Telecommunications	6.3
Supermarket	6.3
Gifts & Souvenirs/ Toys & Hobbies/ Books & Stationery / Sporting Goods	6.3
Department Store	5.2
Leisure & Entertainment	4.5
Education	3.4
Shoes & Bags	3.2
Electrical & Electronics	2.6
Services	2.1
Home Furnishing	0.6

2 Based on gross rental income for the month of December 2021 and excludes gross turnover rent.
3 As at 31 December 2021, based on committed gross rental income for the expiry month of the lease and excludes gross turnover rent.

WESTGATE

Westgate is CICT's first greenfield project. Strategically located in Jurong Gateway, within the Jurong Lake District, Westgate is a premier family and lifestyle mall in the west of Singapore. Directly connected to Jurong East MRT station, Westgate is surrounded by a suite of amenities such as the Ng Teng Fong General Hospital. Offering a holistic and city lifestyle shopping experience with many popular brands, Westgate encompasses unique features such as the naturally ventilated The Courtyard, alfresco dining options, and a thematic children's playground.

As at 31 December	2020	2021
Valuation (S$ million)	1,087.0	**1,091.0**
Gross Floor Area (sq ft)	593,906	**593,906**
Net Lettable Area (sq ft)	409,087	**409,133**
Number of Tenants	246	**240**
Committed Occupancy (%)	98.3	**99.2**
Annual Shopper Traffic (million)	33.5	**35.6**
Gross Revenue[3] (S$ million)	57.1	**64.1**
Net Property Income (S$ million)	38.7	**45.3**

3 Gross revenue comprises gross rental income, car park income and other income.

PROPERTY INFORMATION

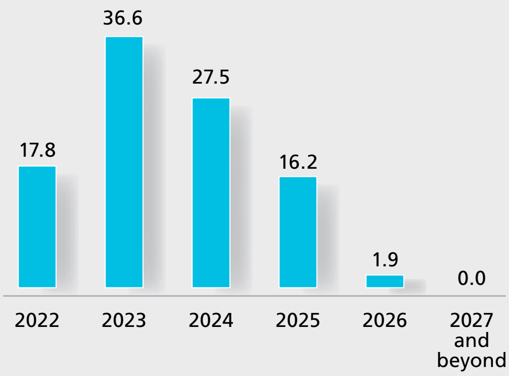
Address	3 Gateway Drive
Land Tenure	Leasehold tenure of 99 years with effect from 29 August 2011
Agreed property value	2011[1]: S$227.5 million 2018[2]: S$789.6 million
Carpark Lots	610
Bicycle Lots	10
Award	• BCA Universal Design Mark Platinum (2015) • BCA Green Mark Platinum (2018)

1 The integrated development site (land) was acquired in 2011 at S$969.0 million, of which S$758.3 million pertained to the retail component (CMT's 30.0% interest at S$227.5 million).
2 The acquisition of the balance 70.0% of the units in Infinity Mall Trust which holds Westgate was completed on 1 November 2018, at an agreed property value of S$1,128.0 million, on a completed basis (70.0% interest at S$789.6 million).

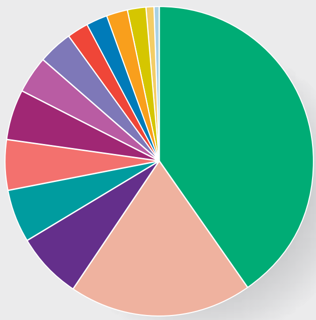
TOP 5 TENANTS[4]

1 Breadtalk Group Limited
2 L Catterton Singapore Pte. Ltd.
3 Paradise Group Holdings Pte. Ltd.
4 Timezone Singapore Pte. Ltd.
5 Hao Mart Pte. Ltd.

LEASE EXPIRY PROFILE[5]
(%)



TRADE MIX[4]
(%)



Food & Beverage	40.5
Beauty & Health	19.2
Services	6.9
Fashion	5.5
Home Furnishing	5.3
Education	5.3
Gifts & Souvenirs/Toys & Hobbies/Books & Stationery / Sporting Goods	3.7
IT & Telecommunications	3.7
Leisure & Entertainment/Music & Video	2.3
Supermarket	2.3
Electrical & Electronics	2.1
Shoes & Bags	2.0
Department Store	0.7
Jewellery & Watches	0.5

2 Based on gross rental income for the month of December 2021 and excludes gross turnover rent.
3 As at 31 December 2021, based on committed gross rental income for the expiry month of the lease and excludes gross turnover rent.

BUKIT PANJANG PLAZA

Bukit Panjang Plaza (BPP) is located in the residential area of Bukit Panjang, in the north-western region of Singapore. The mall is adjacent to Bukit Panjang Integrated Transport Hub, which incorporates an air-conditioned bus interchange with Bukit Panjang MRT and LRT stations. Besides the surrounding estates of Bukit Panjang, Cashew Park, Chestnut Drive and Hillview, the mall also serves residents from the Teck Whye, Choa Chu Kang and Upper Bukit Timah precincts.

PROPERTY INFORMATION

Address	1 Jelebu Road
Land Tenure	Leasehold tenure of 99 years with effect from 1 December 1994
Agreed property value in 2007	S$161.3 million
Carpark Lots	326
Bicycle Lots	60
Award	BCA Green Mark Gold^{PLUS} (2020)

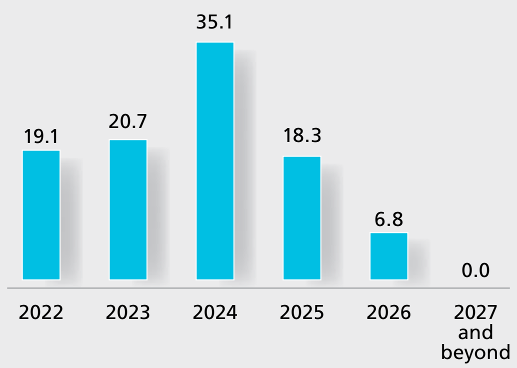
As at 31 December	2020	2021
Valuation (S$ million)	334.5	**338.6**
Gross Floor Area (sq ft)	247,545	**247,545**
Net Lettable Area (sq ft)	163,652	**163,915**
Number of Tenants	117	**127**
Committed Occupancy (%)	99.8	**100.0**
Annual Shopper Traffic (million)	8.8	**8.1**
Other Assets (Bukit Panjang Plaza & JCube)		
Gross Revenue[1] (S$ million)	40.8	**47.7**
Net Property Income (S$ million)	25.6	**32.5**

1 Gross revenue comprises gross rental income, car park income and other income.

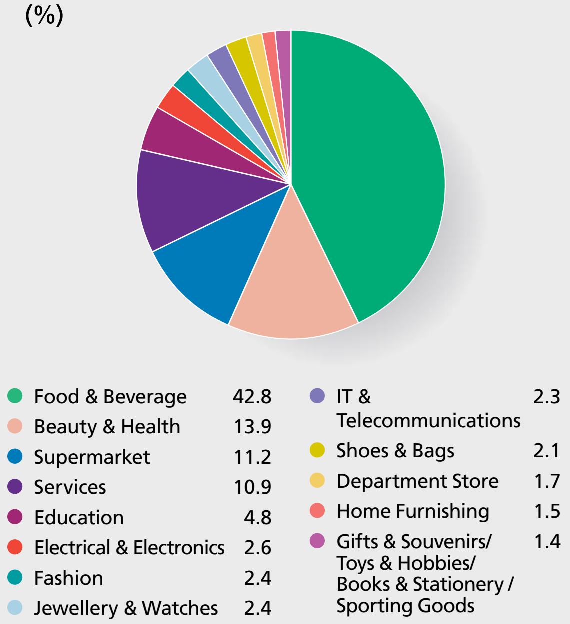
TOP 5 TENANTS[2]

1 NTUC Enterprise Co-Operative Ltd
2 Kentucky Fried Chicken Management Pte Ltd
3 Hanbaobao Pte. Ltd.
4 National Library Board
5 Cold Storage Singapore (1983) Pte Ltd

LEASE EXPIRY PROFILE[3]
(%)



TRADE MIX[2]
(%)



2 Based on gross rental income for the month of December 2021 and excludes gross turnover rent.
3 As at 31 December 2021, based on committed gross rental income for the expiry month of the lease and excludes gross turnover rent.

JCUBE

JCube is a leisure and edutainment mall located in Jurong Gateway, within the Jurong Lake District. Situated across the road from Jurong East MRT station and directly beside the temporary bus interchange, the mall houses Singapore's one and only Olympic-sized ice rink and the first IMAX theatre in the suburbs. In addition, JCube offers a good variety of food & beverage and educational options which appeal to young families in the neighbourhood.

On 24 January 2022, we announced the divestment of JCube for S$340.0 million at an NPI yield of less than 4%.

PROPERTY INFORMATION

Address	2 Jurong East Central 1
Land Tenure	Leasehold tenure of 99 years with effect from 1 March 1991
Purchase price in 2005	S$68.0 milllion
Carpark Lots	341
Bicycle Lots	-
Award	• BCA Universal Design Mark Gold^PLUS (2013) • BCA Green Mark Platinum (2020)

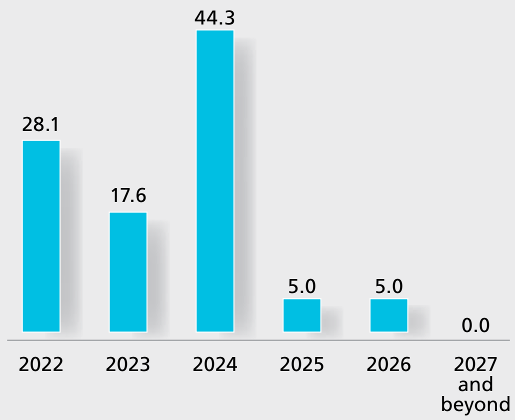
As at 31 December	2020	2021
Valuation (S$ million)	276.0	**278.0**
Gross Floor Area (sq ft)	316,741	**316,741**
Net Lettable Area (sq ft)	210,043	**210,038**
Number of Tenants	117	**115**
Committed Occupancy (%)	94.0	**95.5**
Annual Shopper Traffic (million)	8.9	**8.8**
Other Assets (Bukit Panjang Plaza & JCube)		
Gross Revenue[1] (S$ million)	40.8	**47.7**
Net Property Income (S$ million)	25.6	**32.5**

1 Gross revenue comprises gross rental income, car park income and other income.

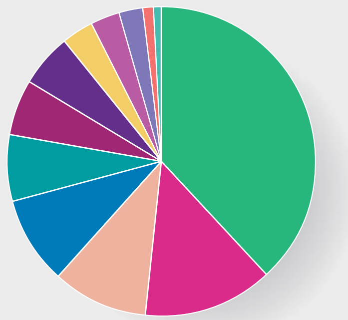
TOP 5 TENANTS[2]

1 Pan Pacific Retail Management (Singapore) Pte. Ltd.
2 Shaw Theatres Pte. Ltd.
3 Singapore Hai Di Lao Dining Pte. Ltd.
4 Singapore Sports Council
5 Hanbaobao Pte. Ltd.

LEASE EXPIRY PROFILE[3]
(%)



TRADE MIX[2]
(%)



Food & Beverage	38.3
Leisure & Entertainment/ Music & Video	13.4
Beauty & Health	10.2
Supermarket	9.1
Fashion	7.0
Education	5.7
Services	5.5
Department Store	3.5
Gifts & Souvenirs/ Toys & Hobbies/ Books & Stationery / Sporting Goods	2.9
IT & Telecommunications	2.7
Home Furnishing	1.1
Others	0.6

2 Based on gross rental income for the month of December 2021 and excludes gross turnover rent.
3 As at 31 December 2021, based on committed gross rental income for the expiry month of the lease and excludes gross turnover rent.

ASIA SQUARE TOWER 2

Asia Square Tower 2 is a 46-storey integrated development located in the Marina Bay area with direct access to the upcoming Shenton Way MRT station along the Thomson-East Coast Line, expected to complete in 2022. It comprises premium Grade A offices with ancillary retail space and hotel premises (owned by an unrelated third party). Completed in September 2013, the building offers high quality office space through its large and efficient floor plates of up to 31,000 sq ft.

PROPERTY INFORMATION

Address	12 Marina View
Land Tenure	Leasehold tenure of 99 years with effect from 3 March 2008 (land lot only)
Agreed property value in 2017	S$2,094.0 million
Carpark Lots	266
Bicycle Lots	87
Awards	• LEED Shell & Core Platinum (2014) • BCA Green Mark Platinum (2021)

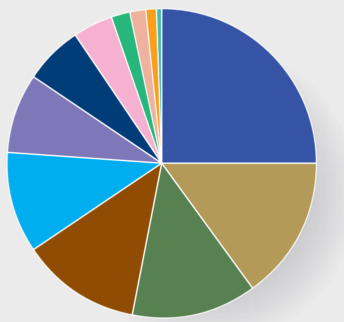
As at 31 December	2020	2021
Valuation (S$ million)	2,128.0	**2,225.0**
Gross Floor Area (sq ft)	916,931	**916,931**
Net Lettable Area (sq ft)	776,909	**779,290**
Number of Tenants	70	**61**
Committed Occupancy (%)	95.5	**95.6**
Gross Revenue[1] (S$ million)	103.1[2]	**94.6**
Net Property Income (S$ million)	79.6[2]	**70.7**

1 Gross revenue comprises gross rental income, car park income and other income.
2 For comparison purpose, Gross Revenue and NPI are shown on full year basis for FY 2020. Property's contribution to CICT was from 21 October to 31 December 2020 post merger.

TOP 5 TENANTS[3]

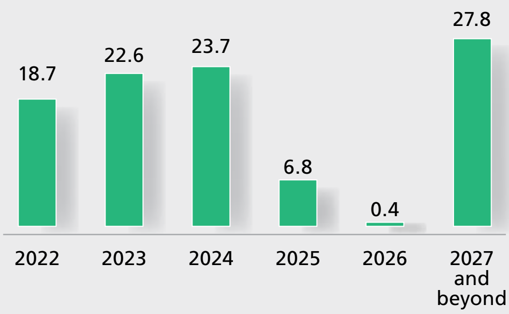
1 Mizuho Bank, Ltd
2 Mitsui Group
3 The Work Project (Commercial) Pte. Ltd.
4 Westpac Banking Corporation
5 JustOffice (Marina View) Pte. Ltd.

TRADE MIX[3]
(%)



Banking	25.1
Business Consultancy	15.0
Real Estate & Property Services	13.2
Financial Services	12.5
Energy & Commodities	10.4
IT, Media & Telecommunications	8.3
Maritime & Logistics	6.2
Manufacturing & Distribution	4.3
Food & Beverage	1.8
Beauty & Health	1.7
Insurance	1.2
Others	0.3

LEASE EXPIRY PROFILE[4]
(%)



3 Based on gross rental income for the month of December 2021 and excludes gross turnover rent.
4 As at 31 December 2021, based on committed gross rental income and excludes gross turnover rent.

CAPITAGREEN

CapitaGreen is a 40-storey Grade A office tower located in the heart of Singapore's CBD, near the Raffles Place MRT interchange station and Telok Ayer MRT station. The tower was designed by Pritzker Prize winner Toyo Ito. CapitaGreen's environmentally sustainable and inclusive design has garnered numerous local and international awards, including Best Tall Building (Asia and Australasia) 2015 by The Council on Tall Buildings and Urban Habitat.

PROPERTY INFORMATION

Address	138 Market Street
Land Tenure	Leasehold tenure of 99 years with effect from 1 April 1974
Purchase price in 2016	S$1,600.5 million
Carpark Lots	184
Bicycle Lots	75
Awards	• BCA Universal Design Mark Platinum (2016) • BCA Green Mark Platinum (2021)

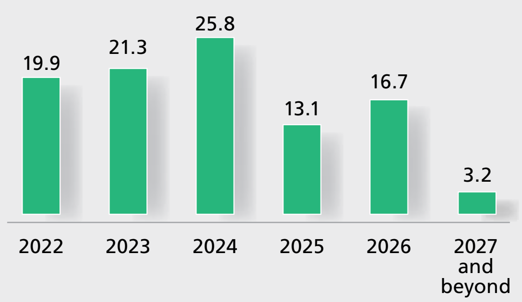
As at 31 December	2020	2021
Valuation (S$ million)	1,611.0	**1,657.0**
Gross Floor Area (sq ft)	882,681	**882,681**
Net Lettable Area (sq ft)	700,372	**699,831**
Number of Tenants	52	**57**
Committed Occupancy (%)	98.2	**94.8**
Gross Revenue[1] (S$ million)	92.1[2]	**89.3**
Net Property Income (S$ million)	74.2[2]	**71.0**

1 Gross revenue comprises gross rental income, car park income and other income.
2 For comparison purpose, Gross Revenue and NPI are shown on full year basis for FY 2020. Property's contribution to CICT was from 21 October to 31 December 2020 post merger.

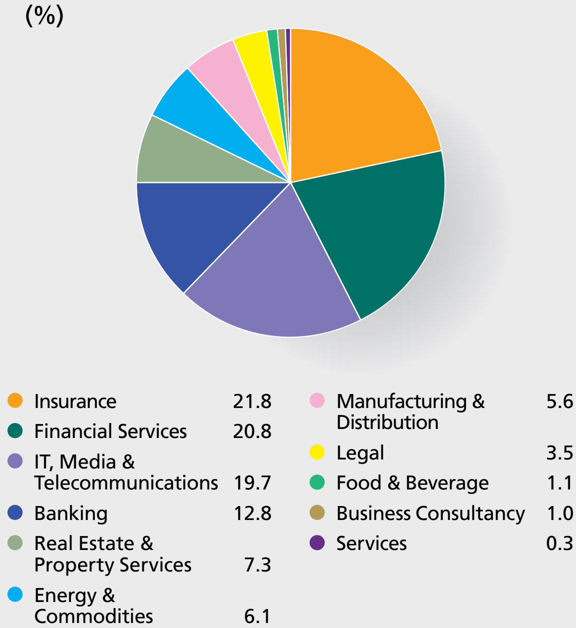
TOP 5 TENANTS[3]

1 Lloyd's of London (Asia) Pte. Ltd.
2 Twitter Asia Pacific Pte. Ltd.
3 Schroder Investment Management (Singapore) Ltd.
4 Chubb Group
5 Rakuten Asia Pte. Ltd.

LEASE EXPIRY PROFILE[4]
(%)



TRADE MIX[3]
(%)



3 Based on gross rental income for the month of December 2021 and excludes gross turnover rent.
4 As at 31 December 2021, based on committed gross rental income and excludes gross turnover rent.

CAPITAL TOWER

Capital Tower is a 52-storey Grade A office building prominently located in the Robinson Road / Tanjong Pagar area. It is seamlessly linked to the Tanjong Pagar MRT station and surrounding buildings via an underground pedestrian network. Set in a landscaped plaza, Capital Tower is integrated with meeting and conference facilities, flexible workspaces, fitness centre, retail and F&B outlets.

PROPERTY INFORMATION

Address	168 Robinson Road
Land Tenure	Leasehold tenure of 99 years with effect from 1 January 1996
Purchase price in 2004	S$793.9 million
Carpark Lots	415
Bicycle Lots	35
Awards	• BCA Universal Design Mark Gold (2017) • BCA Green Mark Pearl (2018) • BCA Green Mark Platinum (2020)

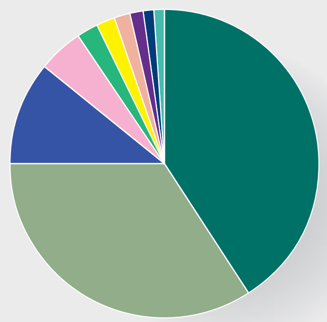
As at 31 December	2020	2021
Valuation (S$ million)	1,389.0	**1,449.0**
Gross Floor Area (sq ft)	1,026,426	**1,026,426**
Net Lettable Area (sq ft)	734,739	**734,739**
Number of Tenants	29	**27**
Committed Occupancy (%)	98.0	**76.8**
Gross Revenue[1] (S$ million)	70.0[2]	**68.5**
Net Property Income (S$ million)	52.7[2]	**50.9**

1 Gross revenue comprises gross rental income, car park income and other income.
2 For comparison purpose, Gross Revenue and NPI are shown on full year basis for FY 2020. Property's contribution to CICT was from 21 October to 31 December 2020 post merger.

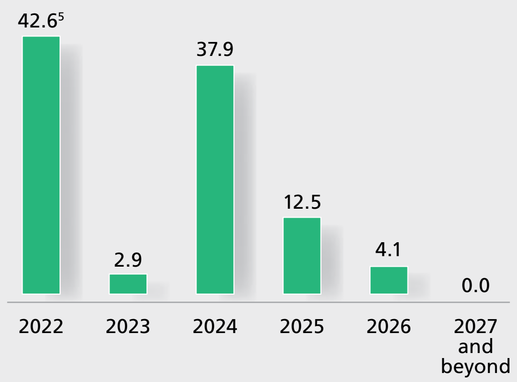
TOP 5 TENANTS[3]

1 GIC Private Limited
2 CapitaLand Limited
3 Credit Agricole Group
4 The Work Project Group
5 Goodyear Orient Company (Singapore) Pte Ltd

TRADE MIX[3]
(%)



LEASE EXPIRY PROFILE[4]
(%)



3 Based on gross rental income for the month of December 2021 and excludes gross turnover rent.
4 As at 31 December 2021, based on committed gross rental income and excludes gross turnover rent.
5 Anchor tenant renewal in January 2022 accounts for approximately 94.5% of expiries in 2022.

SIX BATTERY ROAD

Six Battery Road is a 42-storey Grade A office building and a Raffles Place landmark. It is well connected to the Raffles Place MRT interchange station and other developments within the Raffles Place precinct. Combining prime location with towering views, excellent amenities and revitalised interiors, it is the first operating CBD office building to attain the Green Mark Platinum accolade. Six Battery Road also boasts the first vertical indoor garden in Singapore.

PROPERTY INFORMATION

Address	6 Battery Road
Land Tenure	Leasehold tenure of 999 years with effect from 20 April 1826
Purchase price in 2004	S$675.2 million
Carpark Lots	191
Bicycle Lots	18
Award	BCA Green Mark Platinum (2021)

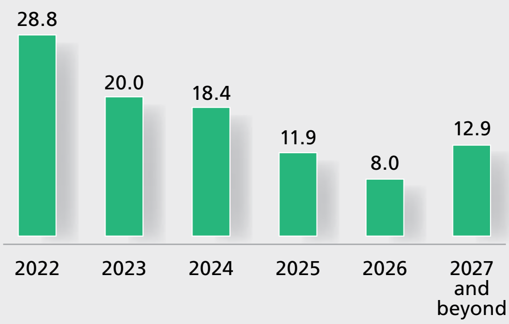
As at 31 December	2020	2021
Valuation (S$ million)	1,414.0	**1,445.0**
Gross Floor Area (sq ft)	658,359	**655,179**
Net Lettable Area (sq ft)	499,365	**496,385**
Number of Tenants	99	**101**
Committed Occupancy[1] (%)	77.9	**79.7**
Gross Revenue[2] (S$ million)	54.3[3]	**55.7**
Net Property Income (S$ million)	40.9[3]	**41.9**

1 Six Battery Road's lower occupancy was due to ongoing upgrading.
2 Gross revenue comprises gross rental income, car park income and other income.
3 For comparison purpose, Gross Revenue and NPI are shown on full year basis for FY 2020. Property's contribution to CICT was from 21 October to 31 December 2020 post merger.

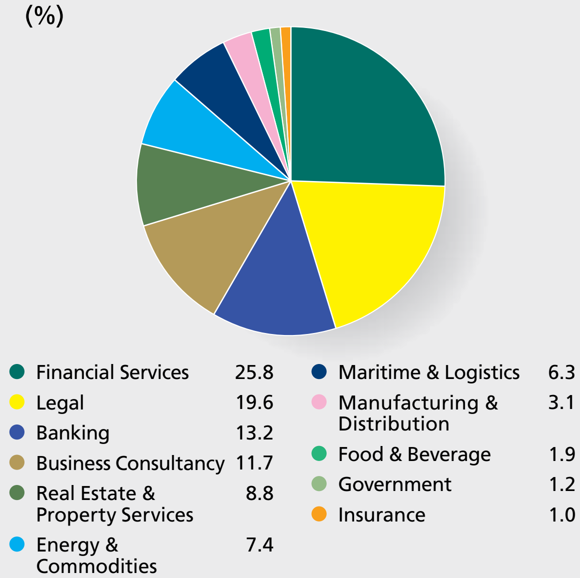
TOP 5 TENANTS[4]

1 Standard Chartered Bank (Singapore) Limited
2 D'Amico Group
3 ICE Data Services Singapore Pte. Ltd.
4 Servcorp Battery Road Pte. Ltd.
5 The Executive Centre Singapore Pte. Ltd.

LEASE EXPIRY PROFILE[5]
(%)



TRADE MIX[4]
(%)



4 Based on gross rental income for the month of December 2021 and excludes gross turnover rent.
5 As at 31 December 2021, based on committed gross rental income and excludes gross turnover rent.

21 COLLYER QUAY

21 Collyer Quay is a 21-storey prime office building with views of Marina Bay and is in close proximity to Raffles Place MRT station.

As part of CICT's continued efforts to upgrade and position assets for long-term growth, 21 Collyer Quay underwent enhancement works which were completed in 2021. With the upgrade of essential building systems and common and lettable areas, 21 Collyer Quay was awarded a Green Mark Platinum certification by BCA. WeWork Singapore, a provider of flexible shared workspaces, has signed a seven-year lease for the lettable area which started in 4Q 2021 while the management of the building is under the Property Manager.

PROPERTY INFORMATION

Address	21 Collyer Quay
Land Tenure	Leasehold tenure of 999 years with effect from 19 December 1850
Purchase price in 2005	S$153.9 million
Carpark Lots	53
Bicycle Lots	10
Award	BCA Green Mark Platinum (2020)

As at 31 December	2020	2021
Valuation (S$ million)	468.0	**629.9**
Gross Floor Area (sq ft)	276,837	**276,927**
Net Lettable Area (sq ft)	200,469	**213,000**
Number of Tenants	1	**1**
Committed Occupancy (%)	100.0	**100.0**
Gross Revenue[1] (S$ million)	9.2[2]	**23.1**
Net Property Income (S$ million)	7.6[2]	**19.0**

1 Gross revenue comprises gross rental income, car park income and other income.

2 For comparison purpose, Gross Revenue and NPI are shown on full year basis for FY 2020. Property's contribution to CICT was from 21 October to 31 December 2020 post merger.

GALLILEO

Strategically located in the Banking District of Frankfurt's CBD, Gallileo is a 38-storey Grade A commercial building with ancillary retail and a 4-storey heritage building for office use.

Commerzbank AG contributed 98.2% of gross rental income in December 2021. The bank has exercised its option to terminate its lease in early 2024. The Manager is exploring future plans for the building.

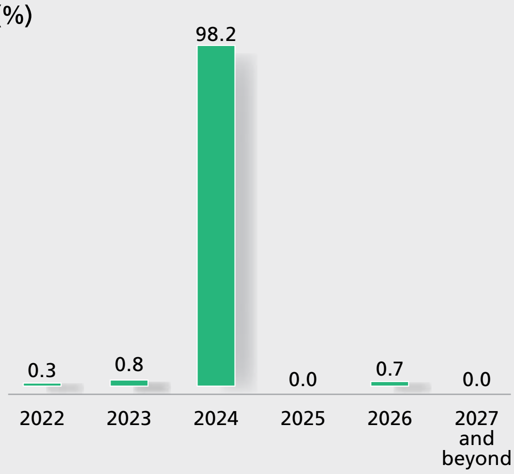
PROPERTY INFORMATION

Address	Gallusanlage 7/Neckarstrasse 5, 60329 Frankfurt am Main, Germany
Land Tenure	Freehold
Joint Venture Partners' Interests	CICT: 94.9% CapitaLand: 5.1%
Agreed property value in 2018	EUR356.0 million
Carpark Lots	43
Bicycle Lots	46
Award	• LEED Building Operations and Maintenance: Existing Buildings Gold (2020)

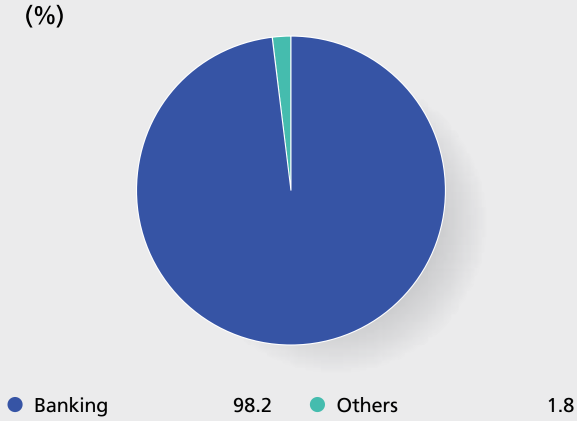
As at 31 December (on a 100.0% basis)	2020	2021
Valuation (EUR million)	361.1	**325.0**
Valuation[1] (S$ million)	576.0	**500.0**
Gross Floor Area[2] (sq ft)	668,618	**668,618**
Net Lettable Area (sq ft)	436,179	**435,899**
Number of Tenants	7	**7**
Committed Occupancy (%)	100.0	**100.0**
Gross Revenue[3] (S$ million)	27.9[4]	**29.1**
Net Property Income (S$ million)	23.0[4]	**24.0**

1 Based on an exchange rate of EUR1 to S$1.595 in December 2020 and EUR1 to S$1.538 in December 2021.
2 Gross floor area excludes car park.
3 Gross revenue comprises gross rental income, car park income and other income.
4 For comparison purpose, Gross Revenue and NPI are shown on full year basis for FY 2020. Property's contribution to CICT was from 21 October to 31 December 2020 post merger.

LEASE EXPIRY PROFILE[5]
(%)



TRADE MIX[6]
(%)



5 As at 31 December 2021, based on committed gross rental income.
6 Based on gross rental income for the month of December 2021.

MAIN AIRPORT CENTER

Main Airport Center (MAC) is a freehold multi-tenanted office building comprising 11 storeys and two basement levels located in the vicinity of Frankfurt airport, Germany. MAC was well designed such that all parts of the building have direct views of the neighbouring Frankfurt airport, the adjacent Stadtwald forest or the Frankfurt skyline. Located approximately 800 metres north of Frankfurt airport terminal 2 and forming part of the Frankfurt airport office submarket, it is well served by comprehensive transportation infrastructure. Frankfurt's city centre is a 20-minute drive via motorways.

PROPERTY INFORMATION

Address	Unterschweinstiege 2-14, 60549 Frankfurt, Germany
Land Tenure	Freehold
Joint Venture Partners' Interests	CICT: 94.9% CapitaLand: 5.1%
Agreed property value in 2019	EUR265.0 million
Carpark Lots	1,513
Bicycle Lots	120
Award	BREEAM Gold

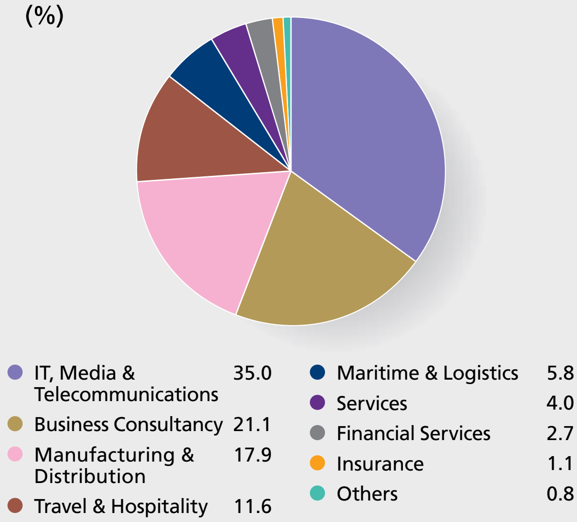
As at 31 December (on a 100.0% basis)	2020	2021
Valuation (EUR million)	263.6	**287.0**
Valuation[1] (S$ million)	420.5	**441.5**
Gross Floor Area[2] (sq ft)	719,602	**719,602**
Net Lettable Area (sq ft)	649,462	**649,273**
Number of Tenants	33	**32**
Committed Occupancy (%)	90.0	**93.0**
Gross Revenue[3] (S$ million)	26.8[4]	**27.1**
Net Property Income (S$ million)	18.1[4]	**17.8**

1 Based on an exchange rate of EUR1 to S$1.595 in December 2020 and EUR1 to S$1.538 in December 2021.
2 Gross floor area excludes car park.
3 Gross revenue comprises gross rental income, car park income and other income.
4 For comparison purpose, Gross Revenue and NPI are shown on full year basis for FY 2020. Property's contribution to CICT was from 21 October to 31 December 2020 post merger.

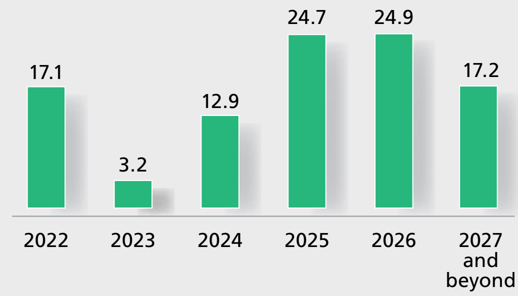
TOP 5 TENANTS[5]

1 Lufthansa Group
2 IQVIA Commercial GmbH & Co.
3 Dell GmbH
4 Beam Suntory Deutschland GmbH
5 CJ Europe GmbH

TRADE MIX[5]
(%)



LEASE EXPIRY PROFILE[6]
(%)



5 Based on gross rental income for the month of December 2021.
6 As at 31 December 2021, based on committed gross rental income.

CAPITASPRING

The new integrated development will offer work, live, play spaces in a vertically connected environment. Between the premium Grade A office floors and the modern 299-unit serviced residences is a Green Oasis with a height of more than 35 metres. Designed with social and activity spaces spread out over four storeys of lush greenery and trees, the Green Oasis offers a re-connection with nature in the middle of the city. Featuring an iconic façade and harnessing the latest workplace and lifestyle innovations, the new integrated development will redefine Singapore's city skyline. In support of the government's drive toward a car-lite society and to promote healthy living, a cycling path, bicycle lots and end-of-trip facilities will be included in the development.

PROPERTY INFORMATION

Address	86 & 88 Market Street
Land Tenure	Leasehold tenure of 99 years with effect from 1 February 1982
Joint Venture Partners' Interests	CICT: 45.0% CapitaLand: 45.0% Mitsubishi Estate Co., Ltd.: 10.0%
Project Development Estimate	S$1,820.0 million
Carpark Lots	350 (inclusive of family and green lots)
Bicycle Lots	165
Awards	• BCA Universal Design Mark GoldPLUS (Design) (2018) • BCA Green Mark Platinum (2018)

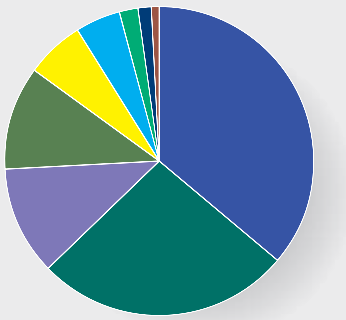
As at 31 December	2020	2021
Valuation (S$ million)	1,037.0[1]	**1,940.0**[2]
Gross Floor Area (sq ft)	1,005,000	**1,004,818**
Net Lettable Area (sq ft)	647,000	**673,387**
Number of Tenants	-	**24**
Committed Occupancy (%)	38.0 (as at 19 Jan 2021)	**91.5**[3]

1 Development was under construction in 2020.
2 Achieved TOP in November 2021. As such, the development was valued as an operating asset on a completed basis.
3 As at 9 February 2022, the committed occupancy was about about 93%.

TOP 5 TENANTS[4]

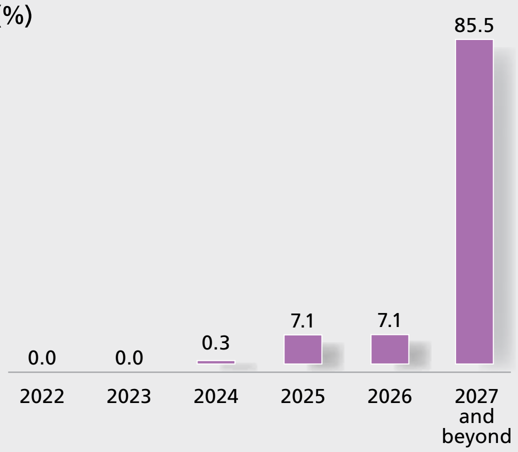
1 JPMorgan Chase Bank, N.A.
2 Millennium Capital Management (Singapore) Pte. Ltd
3 Sumitomo Mitsui Banking Corporation Singapore Branch
4 Red Hat Asia Pacific Pte. Ltd.
5 Squarepoint Operations Private Limited

TRADE MIX[4]
(%)



Banking	36.2
Financial Services	26.7
IT, Media & Telecommunications	11.3
Real Estate & Property Services	11.0
Legal	6.0
Energy & Commodities	4.7
Food & Beverage	2.0
Maritime & Logistics	1.3
Travel and Hospitality	0.8

LEASE EXPIRY PROFILE[5]
(%)



4 Based on committed gross rental income as at 31 December 2021.
5 As at 31 December 2021, based on committed gross rental income and excludes gross turnover rent.

FUNAN

Redeveloped and opened in June 2019, Funan is an integrated development comprising retail component, two office blocks and lyf Funan Singapore, a serviced residence for the millennials. Right in the heart of the Civic and Cultural District, Funan enjoys excellent connectivity, including a direct underpass linking to City Hall MRT interchange station which opened in December 2021. As a new paradigm for live, work and play in Singapore's city centre, Funan offers a synergistic combination of retail, office and serviced residence components that is designed to appeal to savvy consumers pursuing quality life in a socially-conscious and creative environment.

As at 31 December	2020	2021
Valuation (S$ million)	742.0	**785.0**
Gross Floor Area (sq ft)[1]	767,280	**767,280**
Net Lettable Area (sq ft)		
Total	531,558	**531,634**
Retail	317,430	**317,506**
Office	214,128	**214,128**
Number of Tenants	207	**205**
Committed Occupancy (%)		
Total	99.8	**99.1**
Retail	99.7	**98.5**
Office	100.0	**100.0**
Annual Shopper Traffic (million)	8.0	**8.4**
Gross Revenue[2] (S$ million)	54.7	**62.1**
Net Property Income (S$ million)	37.3	**42.9**

1 Excludes the serviced residence component after the completion of the divestment of all the units of Victory SR Trust on 31 October 2017.
2 Gross revenue comprises gross rental income, car park income and other income.

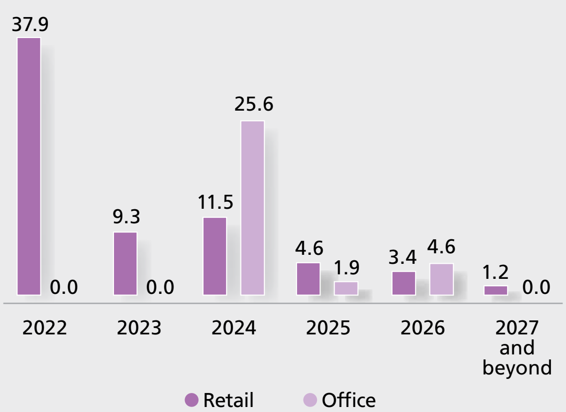
PROPERTY INFORMATION

Address	107 and 109 North Bridge Road
Land Tenure	Leasehold tenure of 99 years with effect from 12 December 1979
Purchase price in 2002	S$191.0 million
Carpark Lots	404
Bicycle Lots	174
Award	• BCA Green Mark Gold^PLUS (2018) • BCA Universal Design Mark Gold^PLUS (2020)

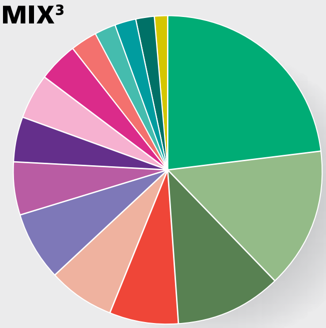
TOP 5 TENANTS[3]

1 WeWork Singapore Pte. Ltd.
2 Department Of Statistics
3 Adidas Singapore Pte Ltd
4 NTUC Enterprise Co-Operative Ltd
5 Attorney-General's Chambers

LEASE EXPIRY PROFILE[4]
(%)



TRADE MIX[3]
(%)



Food & Beverage	23.4
Government	14.7
Real Estate & Property Services	11.1
Electrical & Electronics	7.1
Beauty & Health	7.1
IT & Telecommunications	7.0
Gifts & Souvenirs/ Toys & Hobbies/ Books & Stationery / Sporting Goods	5.7
Services (Retail)	4.8
Manufacturing & Distribution	4.6
Leisure & Entertainment/ Music & Video	4.0
Home Furnishing	2.9
Others	2.3
Fashion	2.2
Financial Services	1.8
Shoes & Bags	1.3

3 Based on gross rental income for the month of December 2021 and excludes gross turnover rent.
4 As at 31 December 2021, based on committed gross rental income for the expiry month of the lease and excludes gross turnover rent.

PLAZA SINGAPURA

Plaza Singapura is strategically located along Orchard Road and within the Civic and Cultural District. The mall is conveniently linked to Dhoby Ghaut MRT station, an interchange which connects to three MRT lines – the North-South Line, North-East Line and Circle Line, via a direct passageway. Plaza Singapura and the retail podium of The Atrium@Orchard are seamlessly integrated as an all-encompassing retail, dining and entertainment destination that appeals to a wide profile of shoppers from all over Singapore.

PROPERTY INFORMATION

Address	68 Orchard Road
Land Tenure	Freehold
Purchase price in 2004	S$710.0 million
Carpark Lots	695
Bicycle Lots	-
Award	BCA Green Mark Gold (2019)

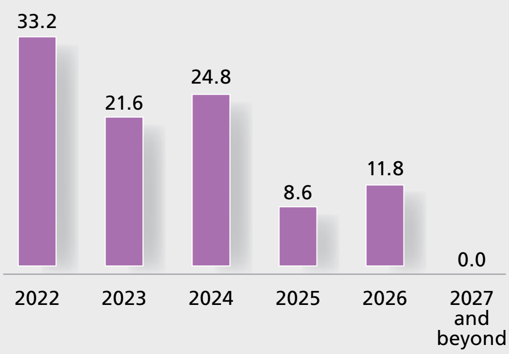
As at 31 December	2020	2021
Valuation (S$ million)	1,300.0	**1,339.0**
Gross Floor Area (sq ft)	757,203	**757,203**
Net Lettable Area (sq ft)	484,439	**483,780**
Number of Tenants	230	**220**
Committed Occupancy (%)	98.7	**97.3**
Annual Shopper Traffic (million)	16.1	**16.1**
Gross Revenue[1] (S$ million)	70.7	**82.1**
Net Property Income (S$ million)	51.1	**60.4**

1 Gross revenue comprises gross rental income, car park income and other income.

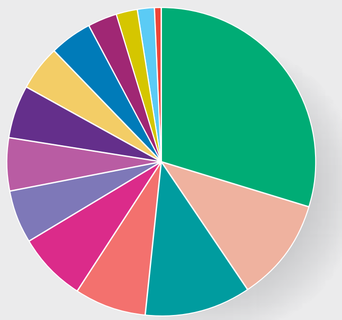
TOP 5 TENANTS[2]

1 Golden Village Multiplex Pte Ltd
2 Cold Storage Singapore (1983) Pte Ltd
3 NTUC Enterprise Co-Operative Ltd
4 Spotlight Pte. Ltd.
5 Yamaha Music (Asia) Private Limited

LEASE EXPIRY PROFILE[3]
(%)



TRADE MIX[2]
(%)



Food & Beverage	29.8
Beauty & Health	11.0
Fashion	10.9
Home Furnishing	7.5
Leisure & Entertainment/ Music & Video	7.2
IT & Telecommunications	5.7
Gifts & Souvenirs/ Toys & Hobbies/ Books & Stationery / Sporting Goods	5.6
Services	5.4
Department Store	4.8
Supermarket	4.5
Education	3.0
Shoes & Bags	2.3
Jewellery & Watches	2.0
Electrical & Electronics	0.3

2 Based on gross rental income for the month of December 2021 and excludes gross turnover rent.
3 As at 31 December 2021, based on committed gross rental income for the expiry month of the lease and excludes gross turnover rent.

THE ATRIUM@ORCHARD

The Atrium@Orchard is an integrated development that comprises a retail podium and two office towers. The development enjoys direct connectivity to Dhoby Ghaut MRT station, which serves three MRT lines – North-South Line, North-East Line and Circle Line. The retail podium is integrated seamlessly with Plaza Singapura as an all-encompassing retail, dining and entertainment destination that appeals to a wide profile of shoppers from all over Singapore.

PROPERTY INFORMATION

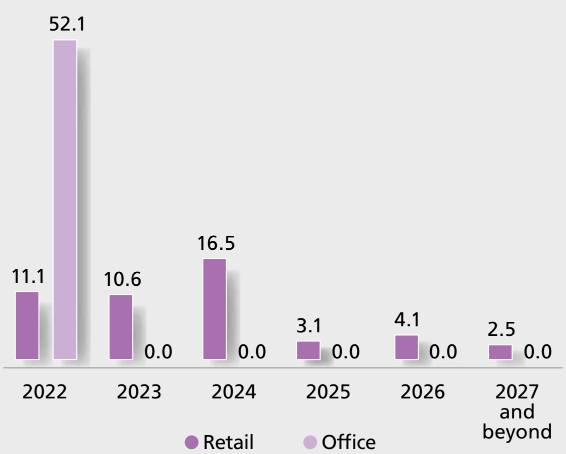
Address	60A and 60B Orchard Road
Land Tenure	Leasehold tenure of 99 years with effect from 15 August 2008
Purchase price in 2008	S$839.8 million
Carpark Lots	127
Bicycle Lots	7
Award	BCA Green Mark Gold (2019)

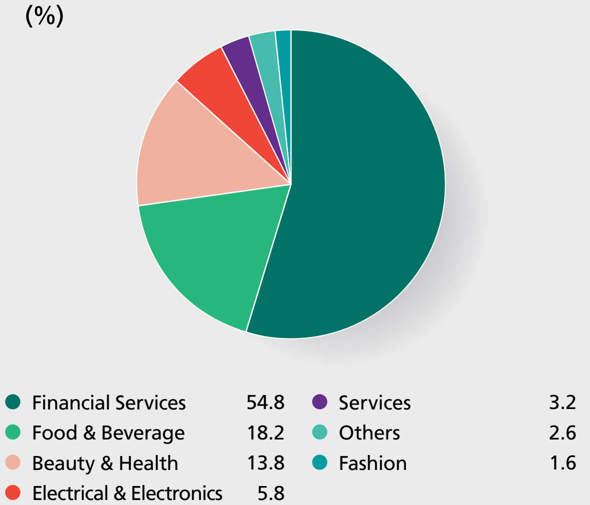
TOP 5 TENANTS[2]

1 Temasek Holdings (Private) Limited
2 Best Denki (Singapore) Pte. Ltd.
3 Creative Eateries Pte Ltd
4 Beauty One International Pte. Ltd.
5 D&N Singapore Pte. Ltd.

As at 31 December	2020	2021
Valuation (S$ million)	750.0	**756.2**
Gross Floor Area (sq ft)	576,612	**576,612**
Net Lettable Area (sq ft)		
Total	386,892	**387,269**
Retail	134,584	**134,961**
Office	252,308	**252,308**
Number of Tenants	74	**70**
Committed Occupancy (%)		
Total	98.0	**97.3**
Retail	94.2	**92.2**
Office	100.0	**100.0**
Annual Shopper Traffic (million)	17.4	**15.4**
Gross Revenue[1] (S$ million)	44.1	**45.6**
Net Property Income (S$ million)	32.9	**34.0**

1 Gross revenue comprises gross rental income, car park income and other income.





2 Based on gross rental income for the month of December 2021 and excludes gross turnover rent.
3 As at 31 December 2021, based on committed gross rental income for the expiry month of the lease and excludes gross turnover rent.

RAFFLES CITY SINGAPORE

Raffles City Singapore (RCS) is a prime landmark within the Civic and Cultural District and one of Singapore's largest integrated developments. Served by three MRT lines including City Hall MRT interchange station, it comprises the 42-storey Raffles City Tower, 5-storey Raffles City Shopping Centre, Raffles City Convention Centre, the 73-storey Swissôtel The Stamford Singapore and the 28-storey twin-towers Fairmont Singapore. The breakdown of major usage mix is 24.0%, 39.8% and 36.2% for the office, retail and hotels & convention centre respectively.

As at 31 December	2020	2021
Valuation (S$ million)	3,179.0	**3,072.0**
Gross Floor Area (sq ft)	3,449,726	**3,449,727**
Net Lettable Area (sq ft)		
Total	808,200	**809,426**
Retail	426,833	**428,059**
Office	381,367	**381,367**
Number of Tenants	260	**271**
Committed Occupancy (%)		
Total	95.9	**94.4**
Retail	96.5	**95.4**
Office	95.2	**93.4**
Annual Shopper Traffic (million)	16.2	**18.7**
Gross Revenue[1] (S$ million)	185.7[2]	**190.2**
Net Property Income (S$ million)	138.2[2]	**140.7**

1 Revenue comprises gross rental income, car park income and other income.

2 For comparison purpose, Gross Revenue and NPI are shown on full year basis for FY 2020. RCS' contribution was on 40.0% interest from 1 January to 20 October 2020, and 100.0% interest from 21 October 2020 onwards.

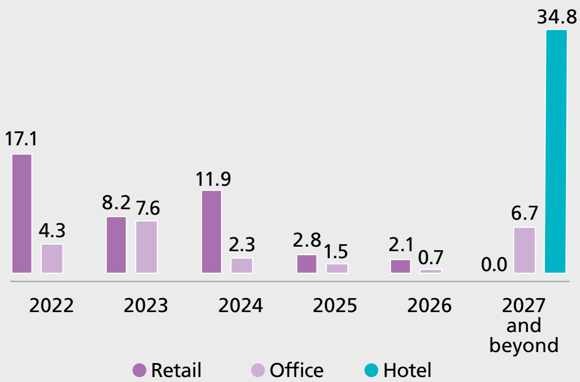
PROPERTY INFORMATION

Address	250 & 252 North Bridge Road, 2 Stamford Road and 80 Bras Basah Road
Land Tenure	Leasehold tenure of 99 years with effect from 16 July 1979
Purchase price in 2006	S$2,166.0 million
Carpark Lots	1,051
Bicycle Lots	10
Award	BCA Green Mark Gold[PLUS] (2020)

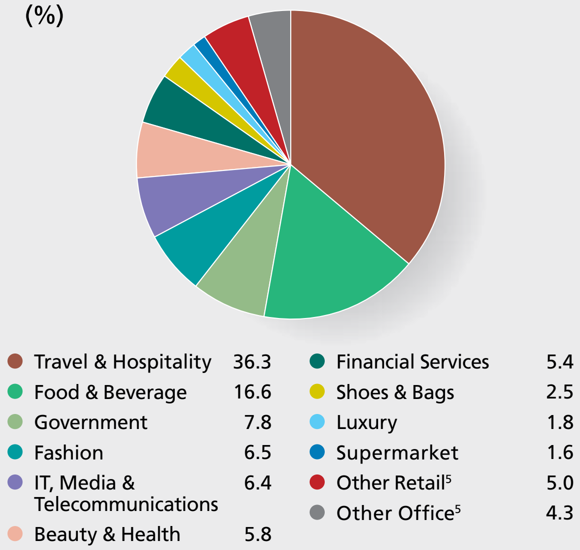
TOP 5 TENANTS[3]

1 RC Hotels (Pte) Ltd
2 Economic Development Board
3 Accenture Pte. Ltd.
4 Minor Food Group (Singapore) Pte. Ltd.
5 Cold Storage Singapore (1983) Pte. Ltd.

LEASE EXPIRY PROFILE[4]
(%)



TRADE MIX[3]
(%)



3 Based on gross rental income for the month of December 2021 and excludes gross turnover rent.
4 As at 31 December 2021, based on committed gross rental income for the expiry month of the lease and excludes gross turnover rent.
5 Other office and retail trade categories include: Services (Retail) (1.7%), Energy and Commodities (1.4%), Manufacturing & Distribution (1.3%), Department Store (0.9%), Business Consultancy (0.9%), IT & Telecommunications (0.6%), Home Furnishing (0.6%), Gifts & Souvenirs (0.6%), Art Gallery (0.4%), Insurance (0.3%), Maritime & Logistics (0.2%), Jewellery & Watches (0.1%), Services (Office) (0.1%), Real Estate and Property Services (0.1%).

Singapore

Economic Overview

The road to recovery in 2021 was uneven as the macroeconomic environment remains volatile and uncertain. According to the Ministry of Trade and Industry (MTI), Singapore's GDP expanded by 7.6% in 2021, rebounding from a 4.1% contraction in 2020, aided mainly by the manufacturing and construction sectors. Although the annual average unemployment rate fell 0.4 percentage points year-on-year (y-o-y) to 2.6% as at 4Q 2021, it remained above pre-pandemic levels. Total population contracted by 4.1% y-o-y to 5.5 million, a second consecutive year of decline.

On a y-o-y basis, Singapore's economy grew by 6.1% in 4Q 2021, moderating from 7.5% in the previous quarter. Both goods and services producing industries expanded in 2021. The construction sector was the best performing sector with 20.1% growth in 2021, a reversal from a 38.4% contraction in 2020. Growth was attributed to the resumption in construction activities and a low base effect in the preceding year. Output in the sector was supported by an increase in both public and private sector construction works. On a seasonally-adjusted basis, the GDP of the construction sector pedalled below its pre-COVID level in 2019 by 26.0%, primarily pressured by labour shortages due to border restrictions. On the other hand, the manufacturing sector grew by 13.2% in 2021, buoyed by output expansions from all clusters that were driven by sustained global demand, with the precision engineering, electronics and transport engineering clusters seeing the fastest growth.

In 2021, the services producing industries reported a growth of 5.6% y-o-y, a turnround from a 5.1% decline in the previous year. All services producing industries registered full-year expansions with the exception of the administrative & support services sector. The information & communication, real estate and retail trade sectors had significant growths of 12.2%, 10.7% and 10.2% y-o-y respectively.

The transportation & storage and accommodation sectors grew 5.0% y-o-y and 1.7% y-o-y respectively for full year 2021 following a pick up in air passengers as travel restrictions eased in 2021, while the food & beverage sector (3.0% y-o-y) grew on the back of stricter dine-in restrictions in 2020. These three sectors grew in 2021, on a turnaround of a double-digit percentage declines in 2020.

Support and financial assistance schemes such as Enterprise Financing Scheme, The Courage Fund and Job Support Scheme were introduced to cushion the economic impact caused by COVID-19. However, while Singapore is still headed for positive economic growth, the easing of its border restrictions faces some headwinds due to the spread of the Omicron variant.

In 2022, GDP growth in major economies is expected to moderate in comparison to 2021, but remain above pre-pandemic levels. Domestically, Singapore is keeping its COVID-19 situation under control with a high vaccination rate and a steady rollout of booster shots to facilitate progressive easing of domestic and border restrictions. Consumer-facing sectors and sectors with labour shortage are poised to regain momentum in 2022. As of November 2021, MTI expects the economy to expand by 3 to 5% in 2022. With a robust pickup in demand and extended supply disruptions, MTI expects core inflation to average between 1 and 2% in 2022.

Singapore Tourism Overview

In 2021, Singapore's tourism sector continued to be under pressure due to continued global travel restrictions and border closures amid the COVID-19 pandemic. Tourism arrivals dropped to 0.3 million, representing an 88% y-o-y decline in 2021 and the lowest record in the last four decades.

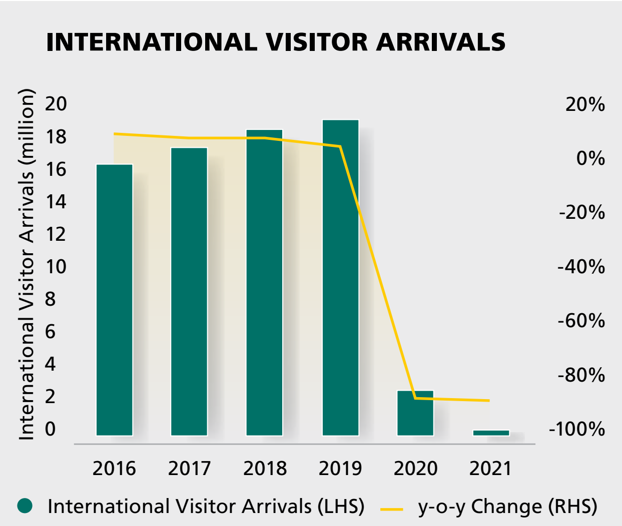
However, with a high domestic vaccination rate alongside an accelerated Booster Vaccination Programme, Singapore has positioned itself for a progressive reopening of borders to allow safe travel with necessary safeguards in place. Short-term visitors can enter Singapore under Safe Travel Lanes and Vaccinated Travel Lanes (VTLs), or with special prior approval. Signs of revival were noted in Meetings, Incentives, Conventions and Exhibitions (MICE) activities, largely contributed by major events like the Bloomberg New Economy Forum, Restaurant Asia 2021 and Milken Institute Asia Summit.

While the surge of the Omicron variant in late 2021 initially brewed uncertainty locally and globally and had an impact on international border reopening, Singapore had navigated through the initial uncertainties and has increasingly opened the borders. While VTL land flight ticket sales were temporarily halted between 23 December 2021 and 20 January 2022, they have since been resumed at a 50% cap before being fully restored in Mid-February 2022.

1 VTLs with Hong Kong, Saudi Arabia, Qatar and UAE were launched on 22 February 2022, while VTLs to the Philippines and Israel were launched on 4 March 2022.

More VTLs were also launched in late February and early March[1] of 2022. On 25 February 2022, two-way quarantine-free travel from Singapore to Batam and Bintan was launched and the categorisation of travel categories were simplified.

In an effort to boost domestic tourism and promote local brands, Singapore Tourism Board (STB) partnered with Mastercard to launch Rediscover Priceless Singapore campaign, providing exclusively curated lifestyle experiences and local tourism. The deadline for the use of Singapore Rediscovers Vouchers is extended to March 2022 to encourage domestic spending. Additionally, the Singapore Tourism Accelerator Programme is extended till 2023 to help businesses enhance their operations, and pair them with tech companies to pilot new solutions for the tourism sector.



Source: Singapore Tourism Board, CBRE Singapore, 4Q 2021

COVID-19 Impact
As Singapore continues to progress towards COVID resilience, the government announced an extension of the relief measures for affected parties.

When the nation entered Phase 2 (Heightened Alert) on 16 May 2021, support measures were enhanced to help individuals and businesses maneuver through this period. Rental relief was made available for eligible Small and Medium-Sized Enterprises (SME) and rental waivers were provided for hawker stalls and coffee shops during this period. Under the new Rental Support Scheme, additional cash payout of 0.5-month rental was disbursed to qualifying tenants.

The Food Delivery Booster Package and E-Commerce Booster Package were re-introduced by Enterprise Singapore from 16 May to 15 June 2021, to assist affected retail and F&B businesses to develop digital capabilities and defray business costs arising from fluid COVID-19 restrictions. Key support includes monetary assistance to absorb a portion of the commission and delivery cost incurred, and a one-time 80% support on qualifying costs charged by online platforms. Additionally, various support measures were extended, such as the Temporary Bridging Loan Programme, Productivity Solutions Grant and Enterprise Development Grant.

Tripartite partners announced further tightening of border measures due to the rapid deterioration of the COVID-19 situation globally. As such, delay in construction projects and development spillages are expected to loom in the foreseeable future. Under the COVID-19 (Temporary Measures) Act, contractors will not sustain any liability for the failure to fulfil their contractual obligations.

Singapore has enhanced its measures by accelerating the COVID-19 Booster Vaccination Programme and from 14 February 2022, mandated booster shots to be taken within 270 days to achieve the revised full vaccination status.

Safety measures in Singapore are also set to be relaxed progressively in the coming months.

Retail Market Overview

Retail Sales Index[2]
2021 was a year the nation progressively transited from pandemic to endemic. Following a relatively quiet market in 2020, trade sectors such as wearing apparel & footwear, watches & jewellery and cosmetics, toiletries & medical goods displayed positive outlook.

The y-o-y total sales index (excluding motor vehicles) for December 2021 posted a 8.7% growth, higher than the preceding month of 5.0%.

Better performing trade types such as watches & jewellery and apparel & footwear registered growth in sales of 29.5% and 24.0% y-o-y respectively for the month of December 2021, fuelled by increased demand. In contrast, optical goods & books (-5.2%) and motor vehicles (-13.2%) recorded y-o-y decline in December 2021.

Food & Beverage Index posted a 6.6% y-o-y increase in December 2021, a better performance compared to the

2 Retail Sales Index (2017=100), in Chained Volume Terms (seasonally adjusted), Monthly, SA (SSIC 2015 Version 2018).

0.6% y-o-y decrease in November 2021, on the back of the easing of dine-in restrictions from two to five fully vaccinated persons. The highest growth was observed in food caterers (47.1%), due to low base effect in the preceding year and higher demand for food deliveries. Restaurants, fast food outlets and cafes, food courts & other eating places registered an increase of 7.7%, 0.8% and 4.5% y-o-y respectively in December 2021.

With the shift of consumer shopping habits to online purchase of products and services, the overall proportion of online retail trade (excluding motor vehicles) increased by 3.6 percentage points y-o-y to 16.3%[3] in December 2021.

Shopper's Consumption and Behavioral Trends

The retail sector continued to face curve balls thrown by the COVID-19 pandemic despite some signs of recovery in retail activities in 2021. The STB launched the "Made with Passion" initiative to promote a vibrant ecosystem amongst stakeholders in the retail industry, to help tackle challenges faced by retailers and thrust the industry forward.

Throughout the pandemic, the retail sector has evolved to provide a seamless shopping experience across multiple offline and online channels to meet the rising customer sophistication. Shopping malls have been leveraging on omnichannel retail platforms to complement brick and mortar outlets to increase consumer touchpoints and drive sales. Omnichannel retail infrastructures enable synced inventory management that provides consumers with "Click-and-Collect" options when they browse products online, and to collect their purchased products in the store should they prefer a physical shopping experience. With the paradigm shift towards the 'phygital' model, the line between offline and online store has blurred and retailers would have to bring online convenience to stores and bring the store experience digital.

Continuous revisions of F&B restrictions have brought about uncertainties and landlords are unable to rely solely on F&B establishments to draw traffic. Landlords started to adopt flexibility in refreshing its tenant mix by accepting tenants who are well positioned to attract footfall. For example, CapitaLand unveiled that it would host La Prairie's, a swiss luxury skincare, first flagship boutique in ION Orchard from September 2021. In addition, CapitaLand continued to enhance its retail ecosystem by partnering with DBS to bring greater convenience to consumers. Other initiatives shown by landlords include shorter leases, with the option to renew, and capital expenditure through provisions such as fixtures, power upgrades and advertising.

Increasingly, consumers are more aware of retailers' sustainable footprints and would prefer to engage with brands that create value and commit to environmental sustainability. As growing consciousness about the environment continues to empower consumers' purchase decisions, having a sustainability framework is imperative to the recovery from the pandemic and for retailers to stay relevant in the long term.

The road ahead to a "new normal" and the experiences from the past two years have increased the expectations of experiential retail amongst Singapore consumers. Retailers have to inject freshness and adopt strong placemaking to provide shoppers with irreplaceable experiential elements that they cannot get elsewhere. New experiential tenants that opened in 2021 included baking studios (Whisk Baking Studio), educational facilities (Kenko Training Hub), drone centres (DJI) and gaming studios (Esports Experience Centre).

2021 also saw some new-to-market brands and new flagship concepts. For instance, Lady M opened its sixth boutique, the World's first and only champagne bar concept by Lady M, in ION Orchard. The Editor's Market opened its first flagship store that spans 8,000 square feet (sq ft) and hosts the brand's first F&B concept at Takashimaya. Eggslut made its Southeast Asian debut at Scotts Square. Orchard Road continues to stand firm its position as a prominent shopping district with flagship stores, new entrants and international brands.

The shift in lifestyle will continue to bring forth new expectations, demands and consumer trends in 2022 and beyond.

Online Retail Sales in the Asia Pacific Markets

Asia Pacific consumers continued to embrace online retailing in 2021. The proportion of online shopping activity in Australia was 10.5% in December 2021[4], a 1.4 percentage point increase y-o-y from December 2020. With high internet penetration, South Korea's online transactions accounted for 28.1% proportion of total retail sales in 2Q 2021. For the full year of 2021[5], online retail sales grew 15.7% y-o-y over 2020. In China, online consumption remained vibrant, with

3 Excluding motor vehicles.
4 Source: Australian Bureau of Statistics.
5 Source: Ministry of Trade, Industry, and Energy - South Korea.

online sales accounting for 24.5% of total retail sales in 2021[6], increasing by 14.1% y-o-y. With increased participation of foreign and private players in the online retail scene in India, total online sales are projected to grow by 44.7% by end of 2021. Japan's e-commerce market, which comprised an online retail sales proportion of 8.1% and 33.5%[7] from business-to-consumer and business-to-business markets in 2020, is also projected to grow by 10.5% in 2021[8].

Singapore's overall online sales proportion was 14.6% in December 2021, an increment of 3.5 percentage points y-o-y from the same period last year. The COVID-19 pandemic has turbocharged the e-commerce trend, as measures on mobility compelled people to adopt online retailing for uninterrupted access to goods and services. While online shopping remains as a disruptive contender, with carefully curated promotions and retail experiences, there are opportunities for brick-and-mortar stores to pick up as restrictions ease.

Existing Supply

As at 4Q 2021, total islandwide retail stock increased by 1.0% y-o-y to 66.7 million sq ft. In all, 74.4% (49.7 million sq ft) of total retail stock is private retail stock. Tightened borders and supply chain disruptions have caused construction schedules for majority of the new projects to be delayed. Completion of Grantral Mall and Shaw Plaza Balestier, initially scheduled to TOP in 2021, were delayed to 2022. The only major completion in 2021 was the renovation works at I12 Katong (211,500 sq ft).

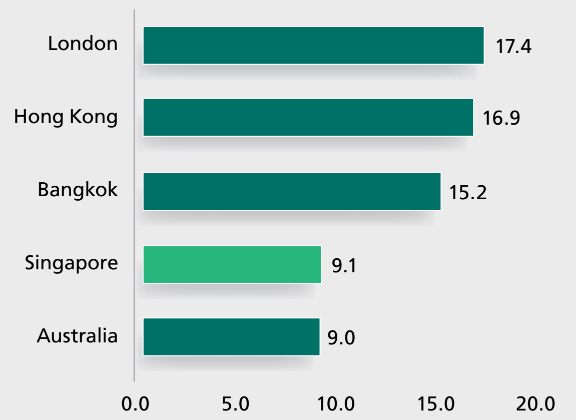
As at 4Q 2021, private retail stock in Orchard Road remained stable y-o-y at 7.3 million sq ft and accounted for 10.9% of total islandwide stock.

The Downtown Core region, comprising of Bugis, City Hall, Marina Centre, Raffles Place and Shenton Way, saw an increase in private retail stock by 0.3% y-o-y to 7.5 million sq ft in 4Q 2021, and accounted for 11.3% of the islandwide stock.

Private Retail Floor Space per Capita

The provision of private retail floor space per capita in Singapore is estimated to be approximately 9.1 sq ft net lettable area (NLA) per capita, an increment from the preceding year due to population contraction. In comparison to other countries, Singapore's private retail floor space per capita provision is similar to that of Australia but significantly lower than those of cities such as London, Hong Kong[9] and Bangkok.

PRIVATE RETAIL FLOOR SPACE PER CAPITA (sq ft per capita)



Source: CBRE, PCA, Australia Bureau of Statistics, Rating and Valuation Department Hong Kong, Census and Statistics Department Hong Kong, Gov.UK, URA, Singapore Department of Statistics, 4Q 2021

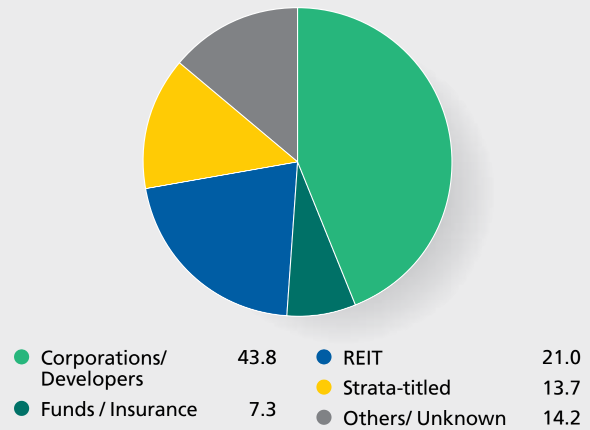
Private Retail Stock Ownership

Corporations and developers such as CapitaLand, Far East Organization and Frasers Property Group, continued to be the largest owners of private retail stock in Singapore. They represent approximately 43.8% of the private retail stock NLA[10]. Real Estate Investment Trusts (REITs) followed to be the second-largest owners, including CapitaLand Integrated Commercial Trust (CICT), Mapletree Commercial Trust and SPH REIT, comprising an estimated 21.0% of private retail stock. The remaining 35.2% of private retail stock is owned by funds and insurance houses, strata-titled owners, others and public.

CICT, which owns approximately 9.1% of the total private retail stock, continues to be the largest owner of private retail stock in Singapore.

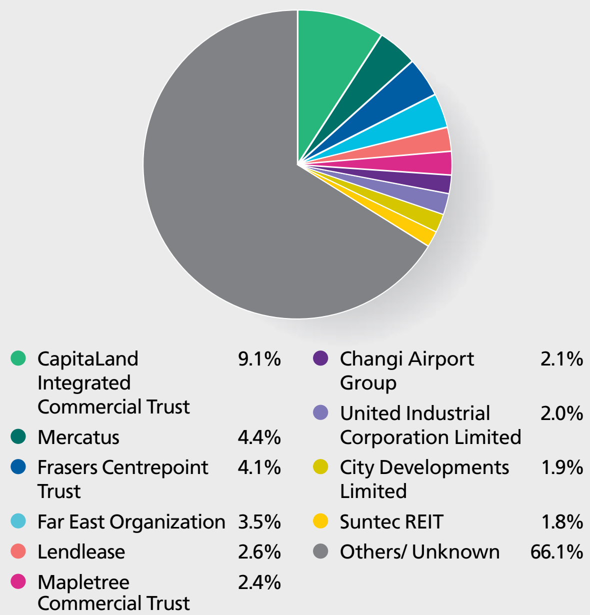
6 Source: National Bureau of Statistics of China.
7 Source: Ministry of Economy, Trade and Industry, Japan.
8 Source: GlobalData.
9 Includes retail premises and other premises designed or adapted for commercial use.
10 Based on URA's total private stock.

ESTIMATED BREAKDOWN OF PRIVATE RETAIL STOCK OWNERSHIP IN SINGAPORE (%)



Source: CBRE Singapore, 4Q 2021

ESTIMATED SHARE OF PRIVATE RETAIL STOCK BY OWNER (%)



Source: CBRE Singapore, 4Q 2021

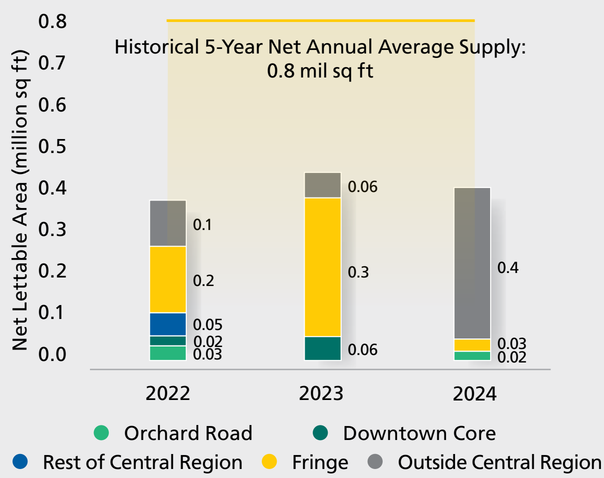
Future Supply

Total supply between 2022 and 2024 averages approximately 0.4 million sq ft per annum, which is slightly lower than the last five-year (2017 – 2021) and three-year (2019 – 2021) historical annual average of 0.8 million sq ft and 0.5 million sq ft respectively. Despite softer market conditions, the limited retail supply pipeline is likely to help cushion the level of vacancies and degree of rental decline. With pandemic-induced delays in construction schedules, projects which were originally due for completion by 2021 were pushed back to 2022.

In 2022, approximately 0.4 million sq ft will be completed across different micro-markets, including Grantral Mall, the retail component of Boulevard 88, and the retail component of Guoco Midtown, estimated to be completed in 2H 2022. Some 0.4 million sq ft is scheduled to complete in 2023, with the majority of the retail supply located in the Fringe area, including One Holland Village and The Woodleigh Mall. In 2024, the retail supply is projected to be approximately 0.4 million sq ft, of which Outside Central Region (OCR) will be the largest contributor with the completion of the development of Pasir Ris 8 and renovation works of Changi Airport Terminal 2.

Across the various micro-markets from 2022 to 2024, the OCR and Fringe markets are the largest sources of future pipeline, accounting for 43.0% and 41.8% respectively. The Downtown Core, Orchard Road and Rest of Central Region micro-markets, in entirety, represent the remaining 15.3% of the upcoming supply within the same period.

ISLANDWIDE FUTURE RETAIL SUPPLY (2022-2024)



Source: CBRE Singapore, 4Q 2021

MAJOR FUTURE RETAIL SUPPLY

	2022: (0.4 million sq ft)	2023: (0.4 million sq ft)	2024: (0.4 million sq ft)
Orchard Road	• Boulevard 88: 32,000 sq ft	N.A.	• Faber House: 20,000 sq ft
Downtown Core	• Guoco Midtown: 24,300 sq ft	• IOI Central: 30,000 sq ft • Odeon Towers 25,000 sq ft	N.A.
Rest of Central Region	• Club Street Retail: 33,300 sq ft • Wilkie Edge: 21,200 sq ft	N.A.	N.A.
Fringe	• Shaw Plaza: 67,500 sq ft • Le Meridien Singapore: 20,500 sq ft • Grantral Mall: 67,500 sq ft	• One Holland Village: 117,000sq ft • The Woodleigh Mall: 208,000 sq ft	• Labrador Villa Road: 28,300 sq ft
Outside Central Region	• Sengkang Grand Mall: 109,000 sq ft	• Komo Shoppes: 27,000 sq ft • Dairy Farm Residences: 32,300 sq ft	• Pasir Ris 8: 288,100 sq ft • T2 Airport: 67,000 sq ft

Source: CBRE Singapore, 4Q 2021

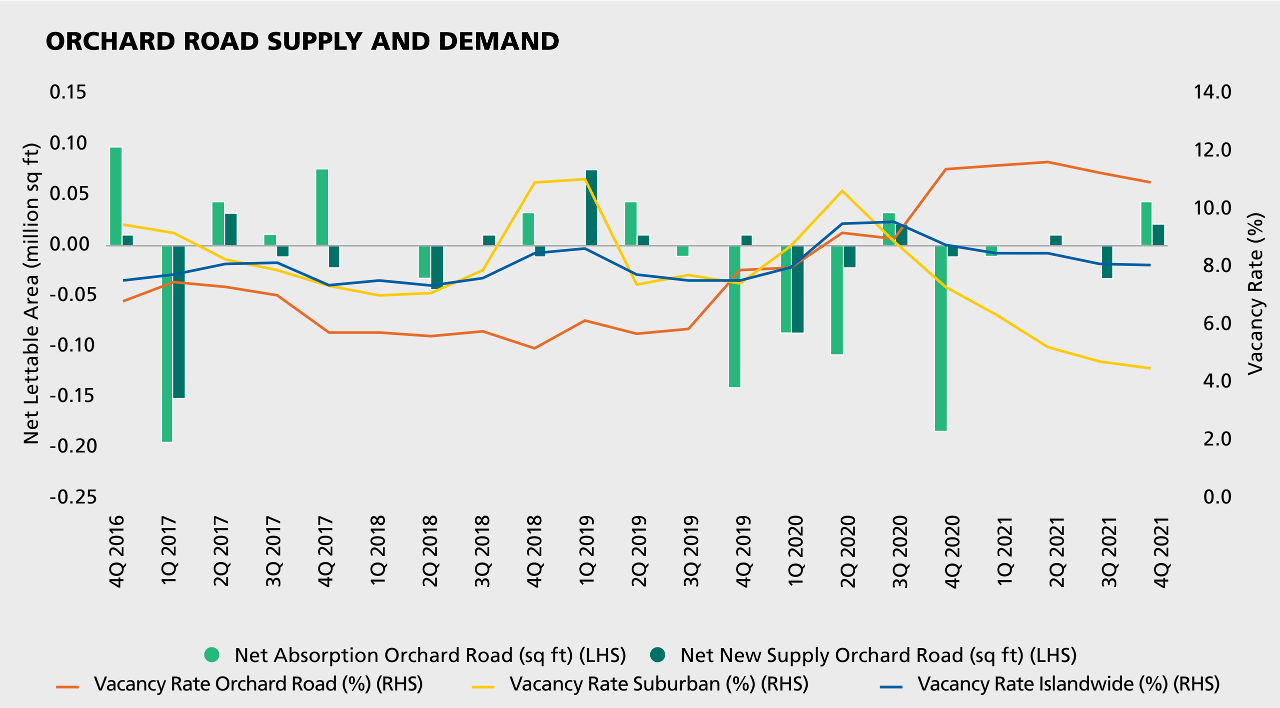
Demand & Vacancy

Although retail sales and footfall have been gaining momentum with the easing of restrictions and resumption of shopping mall operations, there were still traces of store closures. For example, luxury multi-brand boutique, Pedder on Scotts closed its 20,000 sq ft store in Orchard. Department store BHG announced its closure of both Jurong Point and Clementi Mall outlets, and drew to a close its pop-up collaborative concept with Raffles City Singapore, One Assembly, after a year of successful partnership. Isetan also closed its outlet at Parkway Parade at the end of January 2022.

The uncertainty on tourism and work from home measures will continue to put pressure on the retail market. Retailers have remained cautious on future expansion. However, lower rents and stronger local consumption were significant factors encouraging retailers to actively look for new leasing opportunities. Against this backdrop, a healthy number of new openings and expansions was observed in the F&B sector. They were mainly located in resilient locations and micro-markets which are positioned for future recovery. And while the recovery of the retail market was still capped by restrictions on social gatherings and work from home arrangements, leasing activity continued to be stable in 4Q 2021.

Throughout the pandemic, government restrictions have caused uncertainty to the F&B segment and landlords realised that they are unable to solely rely on F&B to attract foot traffic. As such, landlords were seen refreshing their tenant mix by onboarding new tenants into their malls. On top of that, local fashion brands made a strong showing in 4Q 2021, as brands such as The Editor's Market, Benjamin Barker, and Minor Miracles increased their physical presence along prime Orchard Road to complement their online platforms. In all, the islandwide retail net absorption for 2021 was recorded at 1.1 million sq ft.

Islandwide vacancy rate of retail market declined y-o-y by 0.7 percentage points to 8.1% in 4Q 2021, while the vacancy rate in Orchard Road decreased y-o-y by 0.5 percentage points to 10.9%. In addition, Suburban vacancy rate fell for the sixth straight quarter to 4.5% in 4Q 2021, from 4.7% in 3Q 2021.



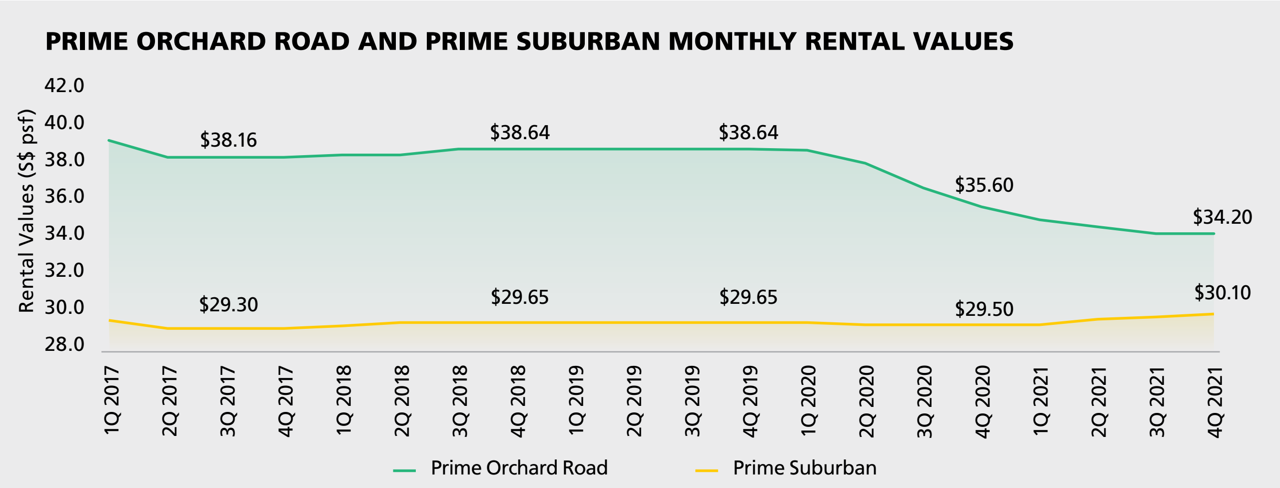
Source: CBRE Singapore, 4Q 2021

Landlords like CICT are rejuvenating their retail and lifestyle offerings to capture new target markets. For instance, Raffles City Singapore will embark on an asset enhancement initiative from 1Q 2022 to 4Q 2022 to welcome more specialty retail and large format stores. New F&B offerings are also expected at CapitaSpring and Clarke Quay.

Rental Values

Amidst the current retail landscape, landlords have adopted a flexible stance in their rental expectations and continued to focus on tenant retention by adopting proactive leasing strategies. Islandwide prime retail rents fell by 2.2% y-o-y in 2021, significantly lower than the 8.7% y-o-y in the preceding year. There were signs of recovery in the retail market as observed from improved market sentiment and improving occupancies, but momentum remained halted by retightened measures. Due to recurring pressure on the retail market with volatile COVID-19 measures and tourism borders still largely closed in 2021, rents for prime Orchard Road declined 3.9% y-o-y to S$34.20 psf/month in 4Q 2021. That said, with retailers being cautiously optimistic in view of the economic growth and an eventual return of tourist spending, prime retail rents for Orchard Road started to stabilise in 4Q 2021 for the first time after seven quarters of decline.

Meanwhile, prime rents in Suburban market stayed resilient and continued to register healthy reversionary rents, recording further rental growth of 0.5% quarter-on-quarter (q-o-q) and 2.0% y-o-y to S$30.10 psf/month in 4Q 2021, supported by strong demand for quality suburban retail spaces by retailers as well as extremely limited availability. As tourism continues to be challenged, coupled with the resilient Suburban market, the rental gap between Orchard Road and Suburban market narrowed further in 4Q 2021.



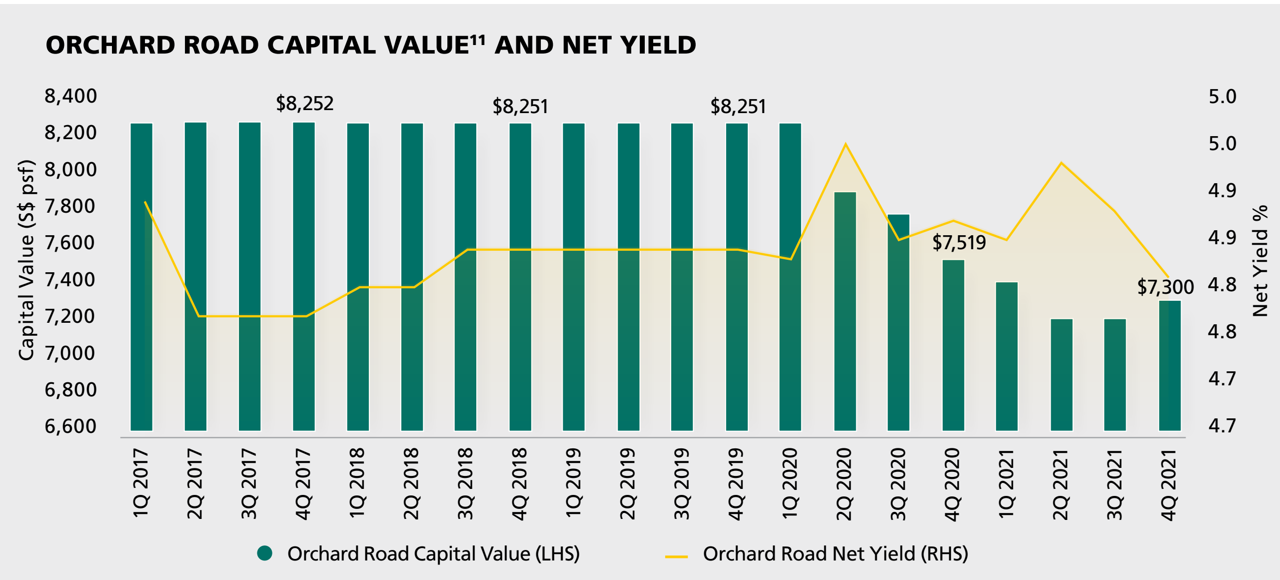
Rents reflect the revision of CBRE's basket from 1Q 2017 onwards.
Source: CBRE Singapore, 4Q 2021

Capital Values

The investment market for retail assets in 2021 was weaker than that of 2020, with a decrease of 30.8% to S$0.8 billion in 2021. Major retail investment transactions in 2021 included the sale of YewTee point by Frasers Centrepoint Trust to a fund managed by DWS at S$220.0 million (S$2,986 psf), to streamline its portfolio in larger dominant malls and free up funds for acquisitions. Lendlease Global Commercial REIT further increased its effective stake in JEM to 31.8% for S$337.3 million (S$2,328 psf). In 2H 2021, Firmus Capital acquired Le Quest Mall from Qingjian Realty at S$139.4 million (S$2,159 psf) and Sheng Siong Group bought over the unit that it is currently occupying at New World Centre for S$17.3 million (S$895 psf).

As the market outlook continues to be clouded with uncertainties, investors are compelled to exercise prudence in their decisions. In 4Q 2021, CBRE estimates Orchard Road capital values to have decreased by 2.9% y-o-y to S$7,300 psf and net yields to have decreased by 6 basis points (bps) y-o-y to 4.81%.

CBRE expects investors to remain optimistic about recovery and growth, given the expected economic growth and the gradual reopening of borders with the VTL in 2H 2021, and to double down on quality retail assets that are constrained in their supply.



Source: CBRE Singapore, 4Q 2021

11 Capital Value reflects the revision in CBRE basket.

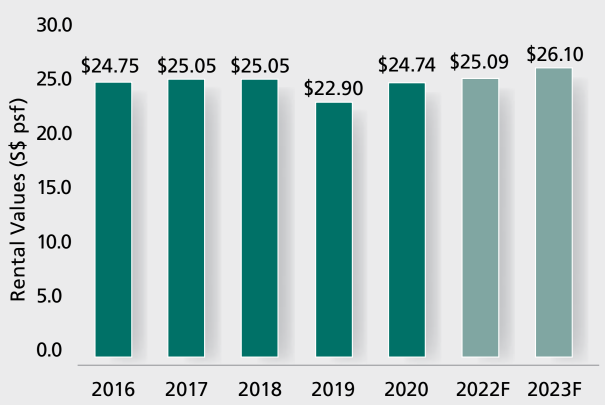
Retail Market Outlook

Moving forward, as the economy opens further with relaxation of borders and safe management measures, CBRE expects islandwide retail and Orchard Road rents to further stabilise and flatten out in 1H 2022, and thereafter, we could see some meaningful rental growth in 2H 2022. However, this is dependent on the ability to address the emergence of the Omicron variant and the potential influence on quarantine-free travel. In addition, the announcement by the Government in December 2021 of a potential hike in Goods and Services Tax (GST) for Budget 2022 could potentially have an impact on the level of domestic discretionary spending of large ticket items.

The Suburban micro-market on the other hand is expected to remain resilient in 2022 and beyond. As the retail landscape accustoms to a COVID endemic environment coupled with the gradual easing of safe management measures by the government, medium-term recovery in footfall could be expected in 2H 2022.

Despite uncertainties which continue to loom across industries, tenants could potentially hold onto or renew their leases with the hope of the impending recovery of the economy in 2H 2022.

PROJECTED ISLANDWIDE MONTHLY RENTAL



Revision of CBRE's basket was conducted in 1Q 2021 with figures from 2021 onwards reflecting the revision of numbers. Historical figures are unchanged.
Source: CBRE Singapore, 4Q 2021

Office Market Overview

Existing Supply

Total islandwide office stock stood at 62.2 million sq ft in 4Q 2021. The Central Business District (CBD) Core[12] accounted for 32.0 million sq ft (or 51.5%) of islandwide office stock, of which 14.8 million sq ft was Grade A CBD Core[13] office space. The CBD Fringe and Decentralised Area accounted for the remaining 15.7 million sq ft (or 25.3%) and 14.5 million sq ft (or 23.3%) of office stock respectively.

In 2021, approximately 0.9 million sq ft of office stock was completed. Major developments completed included Afro-Asia (140,000 sq ft) and the office component of CapitaSpring (635,000 sq ft) in the CBD Core, as well as St James Power Station (118,200 sq ft) and the office component of Razer SEA Headquarters (30,000 sq ft) in the Decentralised Area.

Future Supply

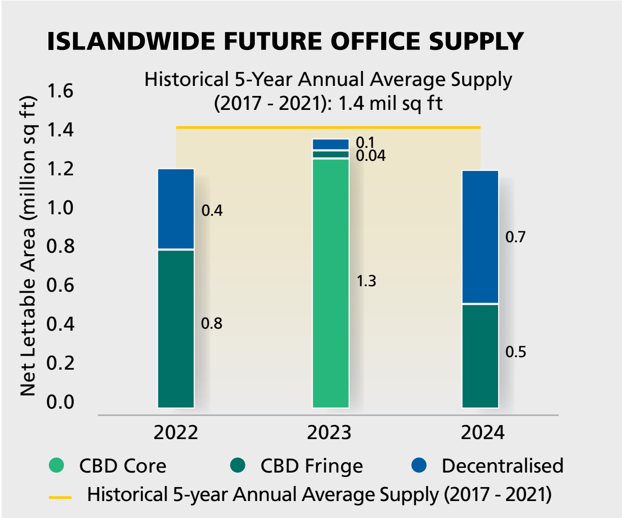
Islandwide new office supply between 2022 and 2024 is projected at 3.8 million sq ft[14]. The CBD Core market accounts for 33.5% of the upcoming pipeline, while the CBD Fringe[15] and Decentralised[16] markets account for the remaining 36.3% and 30.2% respectively. The average annual office supply from 2022 to 2024 is approximately 1.3 million sq ft, which is slightly lower than the last five-year historical average annual supply of 1.4 million sq ft.

There has been a delay in the completion of office development projects, affecting the supply pipeline as a result of disruptions to construction activities in light of the pandemic.

In 2022, office completions coming into the market include SJ Campus (211,600 sq ft, expected completion delayed from 2021), Guoco Midtown (667,100 sq ft) and the redevelopment of Hub Synergy Point (131,200 sq ft) in the CBD Fringe,

12 The CBD Core area comprises the four micro-markets: Raffles Place, Shenton Way, Marina Bay and Marina Bay Centre.
13 A revision of CBRE's basket was conducted in 1Q 2019 with figures from 1Q 2019 onwards reflecting the revision of numbers. Historical figures are unchanged.
14 The net lettable area and TOP dates are preliminary estimates and are subject to change.
15 The CBD Fringe area includes Tanjong Pagar, Beach Road/City Hall as well as Orchard Road.
16 The Decentralised markets are anchored mainly by clusters of offices in Alexandra/HarbourFront, Western Suburban area and Eastern Suburban area.

and Rochester Commons (195,000 sq ft) in the Decentralised market. New office supply expected to complete in 2023 are Central Boulevard Towers (1.25 million sq ft) in the CBD Core, 333 North Bridge Road (40,000 sq ft) in the CBD Fringe, and One Holland Village (58,600 sq ft) in the Decentralised market. In 2024, supply in the pipeline will include the redevelopments of existing office towers, namely Keppel Towers & Keppel Towers 2 (526,100 sq ft) in the CBD Fringe, and SP Labrador Park (670,000 sq ft) in the Decentralised market. In addition, the redevelopment of Shaw Tower is projected to complete in 2025, as at 4Q 2021.



Source: CBRE Singapore, 4Q 2021

MAJOR FUTURE OFFICE SUPPLY[17]

	2022: (1.2 million sq ft)	2023: (1.4 million sq ft)	2024: (1.2 million sq ft)
CBD Core	N.A.	• IOI Central Boulevard Towers: 1,258,000 sq ft	N.A.
CBD Fringe	• Hub Synergy Point: 131,200 sq ft • Guoco Midtown: 667,100 sq ft	• 333 North Bridge Road: 40,000 sq ft	• Keppel Towers and Keppel Towers 2 Redevelopment: 526,100 sq ft
Decentralised	• SJ Campus: 211,600 sq ft • Rochester Commons: 195,000 sq ft	• One Holland Village: 58,600 sq ft	• SP – Labrador Park: 670,000 sq ft

Source: CBRE Singapore, 4Q 2021

There may be a long-term reduction of CBD office stock moving forward, as developers and landlords rethink redevelopment plans to leverage on the CBD Incentive (CBDI) and Strategic Development Incentive (SDI) Scheme aimed at older properties. As a result, more urban renewal projects could potentially occur in the next few years.

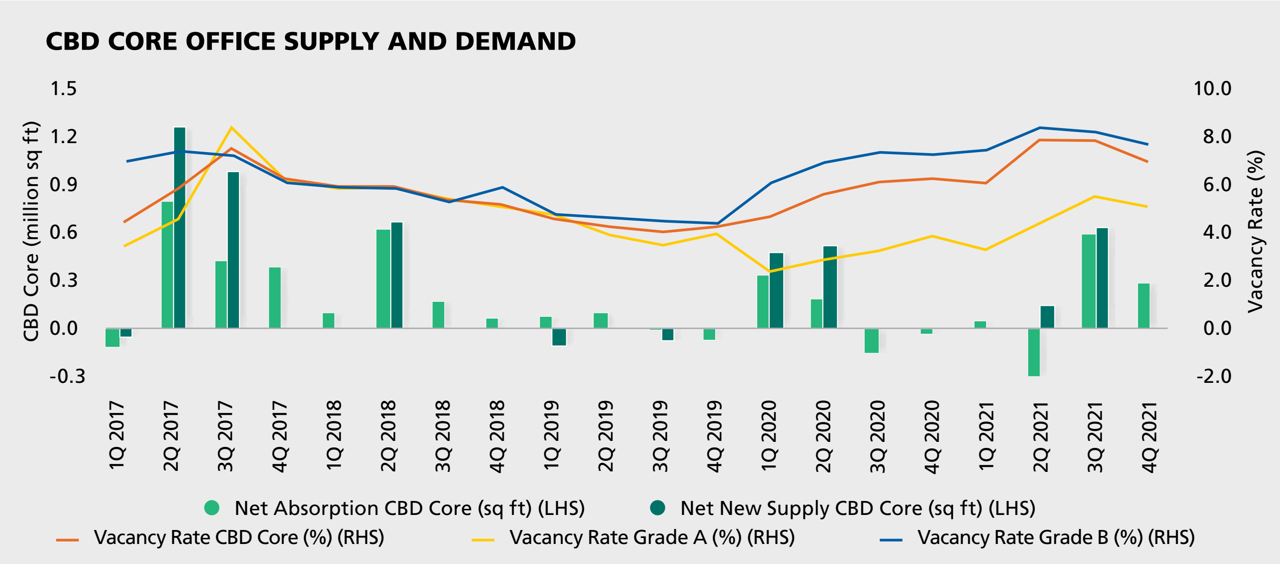
Three redevelopments were announced in 2021. These are the 38-storey Fuji Xerox Towers and the 52-storey AXA Tower under the CBDI Scheme, and the Central Mall site comprising Central Mall, a cluster of conservation shophouses and Central Square[18] under the SDI Scheme, and all are to be redeveloped into mixed-use integrated developments. Fuji Xerox Towers has commenced redevelopment works and will comprise a 46-storey development with office (0.25 million sq ft GFA), retail (0.01 million sq ft GFA), residential and serviced apartments (484 apartments), based on URA provisional permissions. It is expected to complete around 2025/2026.

Demand & Vacancy

Leasing activity continued to be dominated by renewals and flight-to-quality moves in 2021 as firms adopted the hybrid work model while assessing their space requirements. There was some downsizing activity on the back of occupiers recalibrating their footprint after adopting hybrid working arrangements as a permanent solution moving forward. However, the prevailing tight vacancy and flight-to-quality continued to support the Grade A market.

Firms in the non-bank financial services and technology sectors remain the key demand drivers in the office sector, driving the absorption of significant large-scale availabilities in the CBD Core. Additionally, there has been growing interest in the banking and finance sector to establish a foothold in Singapore as an Environmental, Social and Governance (ESG) Hub. Meanwhile, demand from technology firms was seen across a spectrum, ranging from SMEs to global multinational corporations (MNCs). These industries are anticipated to continue to support office demand. On the other hand, the consumer banking sector continued to contract and activity from co-working firms was relatively muted in 2021.

17 The net lettable area and TOP dates are preliminary estimates and are subject to change.
18 The acquisition of Central Square by City Developments Limited is expected to complete in 1Q 2022.



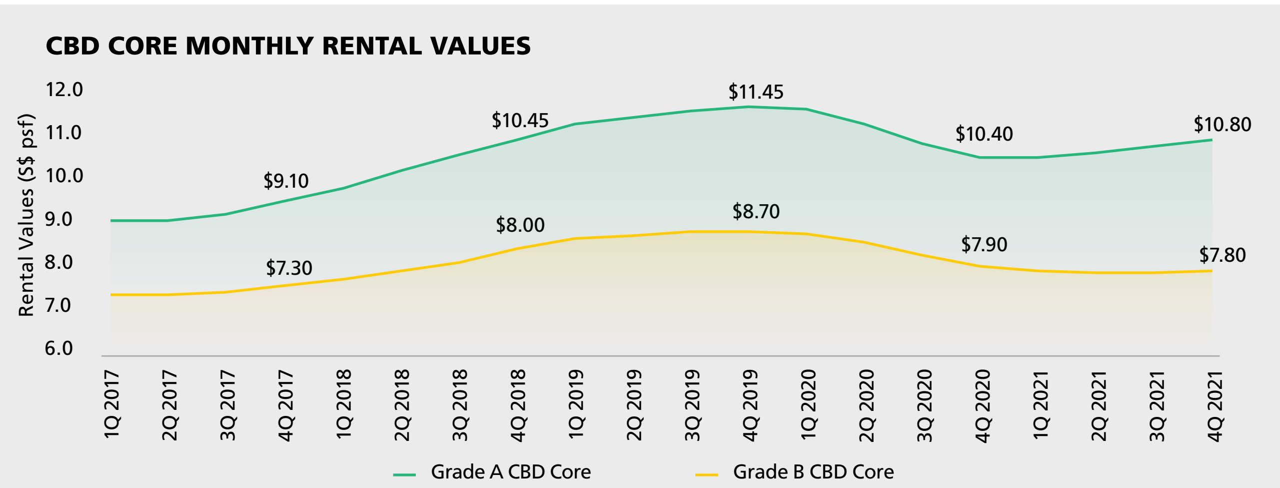
Source: CBRE Singapore, 4Q 2021

Historical islandwide office average annual net absorption for the last five years (2017 – 2021) was 0.9 million sq ft. Islandwide net absorption was 0.3 million sq ft in 2021, contributed by an increase in leasing activity and continued take-up of newly completed stock such as in CapitaSpring, reversing the net absorption of -0.6 million sq ft in 2020. This was on the back of the strong last quarter of 2021 which recorded an absorption of 0.3 million sq ft. Despite the Omicron variant introducing some uncertainty, the government's announcement that work from home would no longer be the default from 1 January 2022, allowing up to 50% of employees to return to the office, gave occupiers confidence. As such, 2021 concluded with positive market sentiment, and the positive momentum should continue into 2022. Overall, leasing activity seems to be dominated by renewals, with pockets of relocation and new set-ups.

Islandwide office vacancy rate as at 4Q 2021 stood at 6.3%, a 0.3 percentage points increase from 6.0% y-o-y. Vacancy in the CBD Core rose to 6.7%, a 0.4 percentage points increase from 6.3% y-o-y in the same period, on the back of new completions.

Rental Values

Healthy demand compounded by tight supply resulted in an overall increase in office rents islandwide. Supported by demand for better quality office space and new completions, Grade A CBD Core rents made a faster recovery with three consecutive quarters of expansion since 2Q 2021, while Grade B CBD Core rents started to stabilise in 4Q 2021. In 4Q 2021, Grade A CBD Core rents increased for the third consecutive quarter by 1.4% q-o-q or 3.8% y-o-y to S$10.80 psf/month. While Grade B CBD Core rents rose by 0.6% q-o-q to S$7.80 psf/month. However, this is still 1.3% lower than that in 4Q 2020.

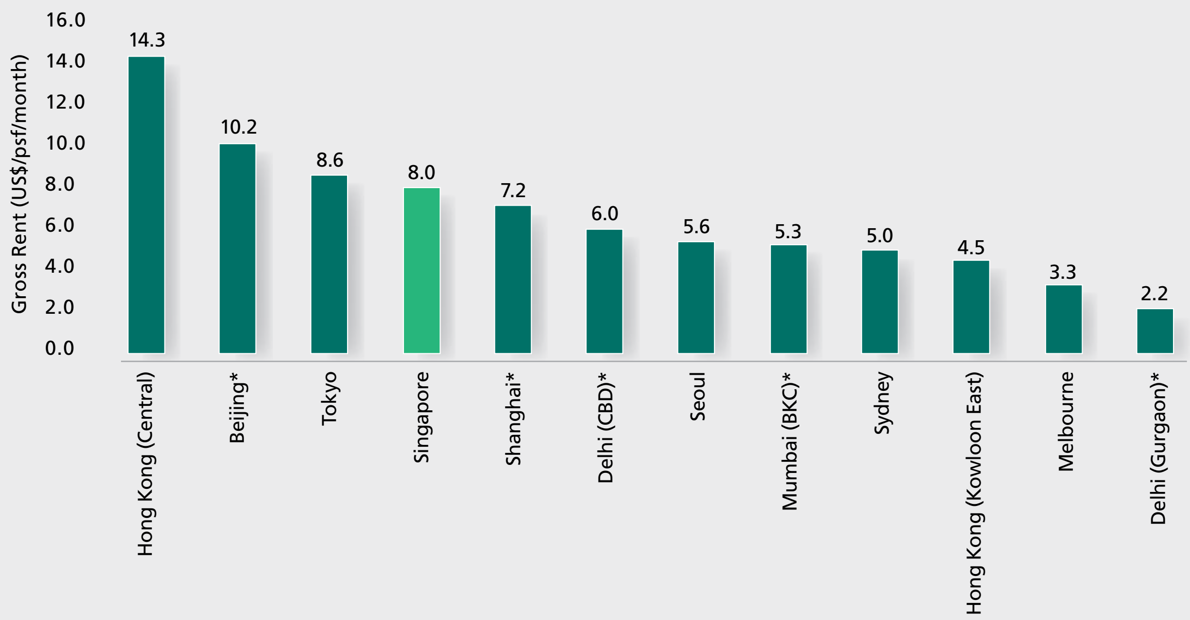


Source: CBRE Singapore, 4Q 2021

Gross Rent in Major Cities in Asia Pacific
Most markets in Asia Pacific, except Mumbai, Seoul and Tokyo saw a decrease in occupancy costs. In comparison, Singapore witnessed an increase of 3.8%[19] y-o-y.

Amongst major Asia Pacific cities, Grade A gross rents in three markets ranked ahead of Singapore in 4Q 2021, and they are Hong Kong (Central), Beijing and Tokyo. The stable prime office gross rents in Singapore amidst the pandemic reflect the prevailing tight vacancy, particularly in the Grade A office market, and strong demand from sectors such as technology and non-banking financial services. With its strategic location as a key gateway city within the Asia Pacific region while its rents remain competitive vis-à-vis those of other Asian gateway markets, Singapore will continue to be an attractive location for businesses.

GROSS RENT[20] ACROSS ASIA PACIFIC CITIES

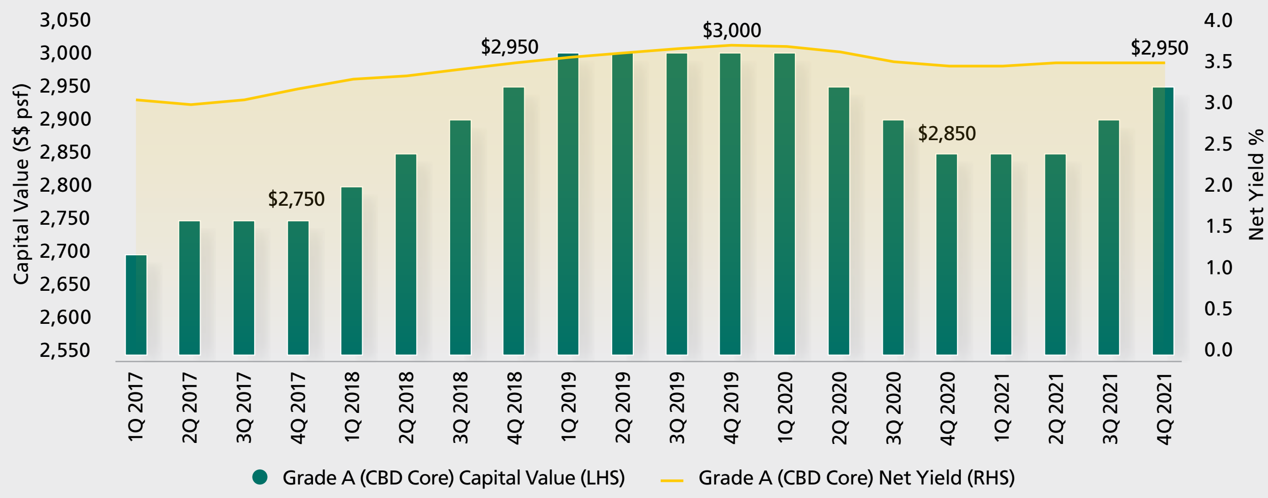


*Rents quoted for China and India are on face rents basis, while the rest are effective rents.
Source: CBRE APAC, 4Q 2021

Office Investment Market and Capital Values
There have been a lot of activities in the office investment market in 2021, recording a total of S$5.4 billion, a 83.3% increase y-o-y. In 1Q 2021, OUE Commercial REIT divested a 50% stake in OUE Bayfront to Allianz Real Estate for S$633.8 million (S$3,170 psf), Certis Cisco Security Pte Ltd sold Certis Cisco Centre to Certis and Lendlease Property Trust for S$150.0 million (S$384 psf), and Sin Capital sold Finexis Building to PGIM for S$122.0 million (S$2,556 psf). Notable transactions in 2Q 2021 included the sale of a 30% stake in 9 Penang Road by Suntec REIT to Haiyi Holdings for S$295.5 million (S$2,468 psf), a 40% stake in Westgate Tower by Low Keng Huat to Sun Venture Homes for S$90.5 million (S$2,459 psf), and Maxwell House by URA to joint tenderers Chip Eng Seng Corp, Singhaiyi Investments and Chuan Investments for S$276.8 million (S$1,542 psf). Transaction volume in 4Q 2021 totalled S$1.9 billion, a 254.8% growth q-o-q. This was attributed to the transaction of a major deal, One George Street, which sold for S$1.3 billion (S$2,875 psf) to SG OGS Pte. Ltd., a 50:50 joint venture between JPMorgan and Nuveen Real Estate.

19 Gross rents (or occupancy costs) in US$ are standardized for all markets in Net Floor Area (NFA) and value cannot be directly calculated by applying exchange rate only.
20 Standardised based on NFA and includes service charges.

GRADE A CBD CORE OFFICE CAPITAL VALUE AND NET YIELD



Source: CBRE Singapore, 4Q 2021

Grade A CBD Core capital values expanded by 3.5% y-o-y to S$2,950 psf in 4Q 2021. Over the same period, implied Grade A CBD Core net spot yields rose slightly by 3 bps to 3.48%. In anticipation of improving rents, capital values in the office market are expected to move upwards, most likely at a greater magnitude than rents. Moving forward, Singapore's office sector will continue moving up as anticipation more than outstrips fundamentals.

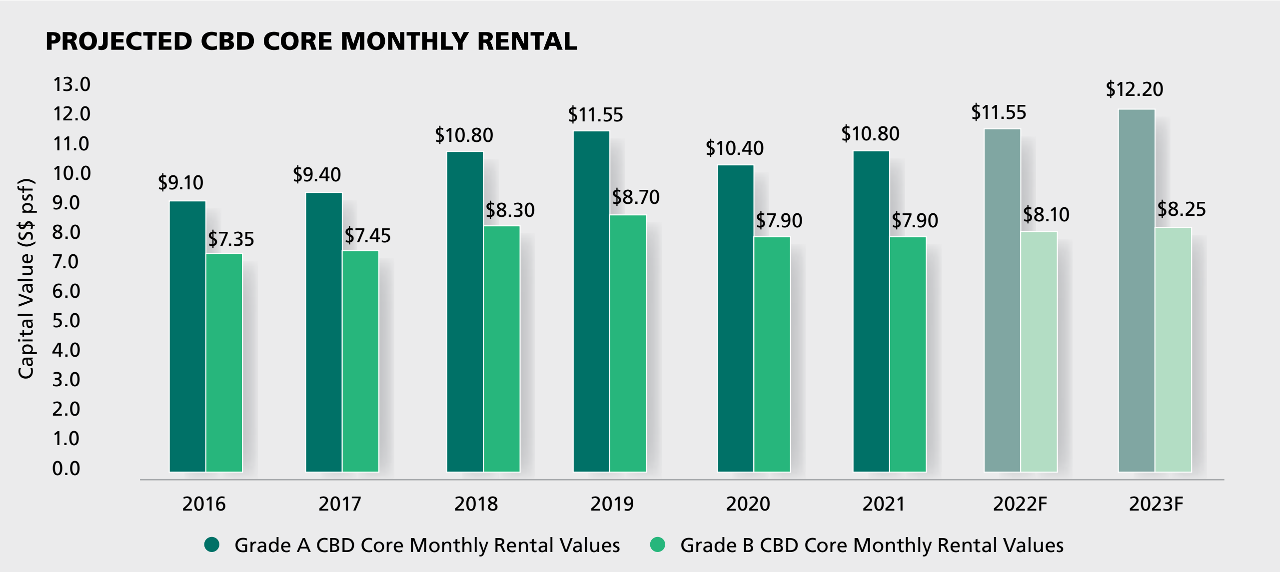
Office Market Outlook

With an increase in demand for digital services and payment processing by consumers and corporates due to safe management measures and social isolation, as well as a resultant increase in headcounts, the technological sector is expected to remain a key driver for leasing activity in the office market in 2022. Additionally, companies in the non-bank financial services sector, such as investment management, hedge funds and private wealth could also be major demand drivers for leasing in Grade A offices.

While work from home was the default work arrangement for most firms in 2021, the challenge would be for occupiers to calibrate their space requirements between adopting a hybrid working model and encouraging employees back to the office. In the case of the latter, the creation of safe and conducive environments that promote camaraderie, company culture and innovation will be amongst the priorities of firms. Many firms will also be likely to incorporate technology tools into their business operations as part of their growth objectives as they move towards a new normal in 2022 and beyond.

Going forward, underpinned by tight vacancy, the mid-term outlook for the office market looks sanguine. With the ongoing trend of flight-to-quality, there has been a slow but steady rise in commitment levels of some existing and pipeline projects. New developments with high quality specifications are the likely beneficiaries as occupiers continue to show preferences for prime new offices instead of ageing office stock. As such, the recovery of the office market is expected to be further led by the Grade A segment, while growth in the Grade B segment trails behind.

Supply for office stock, particularly in the CBD will be influenced by a few factors. Supply chain disruption and a lack of manpower due to border restrictions may result in higher construction costs and potential delays in some projects. Additionally, the CBDI and SDI schemes may result in more urban renewal projects, potentially reducing older office stock over the next few years. With a limited new supply of Grade A CBD Core offices in the pipeline, coupled with sustained demand from sectors such as technology and the non-bank financial services sector, CBRE expects office rents in the Grade A CBD Core micro-market to increase in the mid-term.



Source: CBRE Singapore, 4Q 2021

Integrated Development Market Overview

In recent years, there has been a demand shift towards a live-work-play environment. This has spurred strong demand for integrated developments that are well-connected to transportation nodes and feature high-quality, green and open spaces for the public. Creating a sustainable and vibrant ecosystem, integrated developments are well supported by a working population and an immediate residential catchment.

While mixed-use developments typically comprise a residential component in addition to a commercial component, integrated developments are often seen as superior to other mixed-use developments, as they:

- typically feature a mix of different, yet synergistic uses such as retail, office, residential and hospitality, managed under one management;
- offer a mix of uses which provides a "campus-like" or "precinct-type" environment;
- in most instances, possess excellent connectivity to transportation nodes;
- have high-quality green features and open spaces for the community; and
- offer value-added services for tenants and other stakeholders[21].

Integrated developments are becoming more popular, evident from the recent completion of CapitaSpring, and the multiple pipeline projects such as Guoco Midtown, One Holland Village, Rochester Commons, and the redevelopment of Liang Court. While landlords are increasingly turning to integrated developments to stay relevant in the dynamic urban landscape, the key driver remains the government. Through the Government Land Sales (GLS) Programme, CBDI Scheme and SDI Scheme, the Urban Redevelopment Authority (URA) has introduced more mixed-use precincts and integrated developments. In 1H 2022, the GLS Programme released two potential integrated development sites comprising two sizable "white sites" at Woodlands Avenue 2 and Kampung Bugis on the Reserve List. The CBDI and SDI schemes were introduced to incentivise developers with bonus GFA, to undertake redevelopment of ageing buildings to more productive integrated developments.

Advantages and Observations of Integrated Developments

There are notable advantages of integrated developments. Within decentralised locations, the office component benefits from being a part of an integrated development, particularly where quality stock is limited.

An enhanced accessibility to amenities and connectivity to transport nodes contribute to the premium observed by integrated developments,

21 Includes integrated services across different parts of the integrated development, tenant offers and events, access to certain privileges such as discounts and updates, and the use of other facilities and amenities within the larger integrated development.

especially over Grade B standalone offices in the decentralised areas. However, in the CBD Core, premiums are largely dependent on the quality of the building, location and proximity to amenities. As most office buildings in the CBD Core have high specifications and are well located with convenient access to transport nodes and surrounding amenities, these developments, be it integrated or standalone, would share a premium over Grade B buildings in the same area.

For the retail component, an important advantage of integrated developments would be the presence of a local catchment. This could include office workers, residents, hotel guests or serviced apartment residents. Landlords of integrated developments also tend to be more active in place-making activities. With a larger catchment, as well as a sustainable and vibrant ecosystem, integrated developments would be more attractive to prospective retailers as compared to standalone retail strips or developments in the same location.

Future Supply
Three new integrated development projects are expected to complete between 2022 and 2024, including Rochester Commons in the Decentralised Area and Guoco Midtown in the CBD Fringe in 2022, and One Holland Village in the Decentralised Area in 2023. In addition, the Liang Court Redevelopment, also known as CanningHill Piers and CanningHill Square, will enter the Rest of Central Region in 2025.

MAJOR FUTURE INTEGRATED DEVELOPMENTS SUPPLY (2022-2024)

Project	Developer	City Area	Office Est. NLA (sq ft)	Retail Est. NLA (sq ft)	No. of Residential Units	No. of Hotel / Serviced Apartment Units	Est. Year of Completion
Rochester Commons	CapitaLand	Decentralised	195,000	15,000	Nil	135	2022
Guoco Midtown	GuocoLand	CBD Fringe	650,000	24,300	777	Nil	2022
One Holland Village	Far East Organization, Sekisui House, Sino Group	Decentralised	58,600	117,000	296	255	2023

Source: CBRE Singapore, 4Q 2021

Investment Sales and Transactions
There were two notable integrated development investment activities in the past 12 months. One transaction was a white site at Marina View, which was awarded to Boulevard View Pte Ltd, a wholly-owned subsidiary of Malaysian property developer IOI Properties Group, for S$1.5 billion (S$1,379 psf per plot ratio) on 29 September 2021. The 99-year site can yield about 905 private residential units, 21,500 sq ft GFA of commercial space and 540 hotel rooms.

The other transaction comprises the acquisition Central Square from Far East Hospitality Trust by City Developments Limited for S$315.0 million (S$10,744 psf), which is expected to complete in 1Q 2022.

Integrated Developments Market Outlook
Changes in urban trends and ongoing government efforts will continue to drive integrated developments. Through its planning policies, the government continues to encourage more mixed-use and integrated development precincts. Moreover, in line with Singapore's decentralisation strategies, and with suburban areas showing greater resilience in light of the pandemic, there has been an increasing push for the development of sub-regional centres and decentralised locations.

The competition for prospective integrated development land sites is also expected to intensify with greater interest from developers with scale and experience across different uses, or a consortium of developers specialising in different components. The CBDI and SDI Scheme may also encourage more integrated developments in the CBD and Fringe areas.

In addition, we expect the quality of integrated developments to improve with more diverse offerings. This improvement will be further supported as developers continue to invest in innovation and technology to capture demand in the increasingly competitive integrated development sector.

Frankfurt, Germany

Frankfurt Office Market

The effects of the COVID-19 pandemic had a firm grip on the economy in Frankfurt, especially in 2020. In contrast, 2021 was characterised by an economic recovery. This is reflected in the labour market, among other things. The unemployment rate in Frankfurt eased to 5.9% in November 2021, after rising to 7.1% in November 2020 from 4.8% in November 2019. The expected GDP growth of 2.9% in 2021 also indicates a clear recovery after a contraction of 5.6% in 2020.

Frankfurt's office leasing market recorded a recovery in 2021, with a take-up of 436,800 square metre (sq m), a y-o-y increase of 32.3%. The fourth quarter proved to be the strongest quarter with 187,500 sq m of office space take-up.

Due to several large-volume deals, particularly in 4Q 2021, Eschborn and Office Location / Niederrad were the strongest micro-markets with the largest cumulative take-up of 57,400 sq m and 57,000 sq m respectively, corresponding to a take-up share of 13.1% and 13.0%, respectively. At 122,600 sq m (28.1% of total take-up), office space take-up in the CBD micro-market was slightly (3.7%) above the previous year. Thereof, 51,200 sq m (11.7%) can be attributed to the Banking District, while Frankfurt Airport recorded a take-up of 31,600 sq m (7.2%), half of which can be attributed to the Siemens owner-occupier deal of the first quarter.

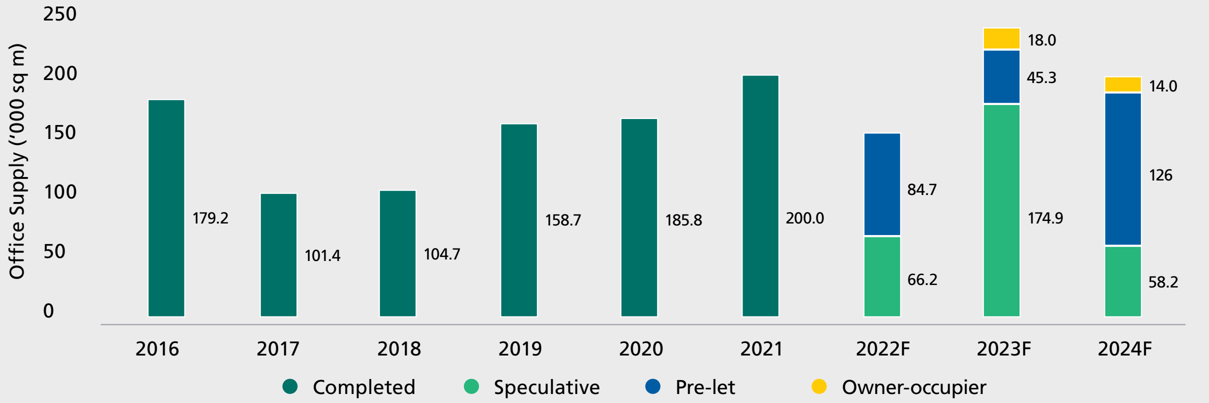
A total of 200,000 sq m of new or refurbished office space was completed in 2021. This included the Global Tower located in the Banking District with around 30,000 sq m of office space. The vacancy rate for the overall market increased by 1.1 percentage points y-o-y to 7.5%. For micro-markets, the Banking District recorded an increase in vacancy of 1.2 percentage points to 5.9% as compared to 4Q 2020, and Frankfurt Airport recorded a decrease in vacancy of 0.1 percentage points to 6.0%.

Prime rent increased by 3.4% y-o-y to €45.50 psm/month, as a result of the recent sharp rise in construction prices and the continuing high demand for modern, high-quality office space. In contrast, the weighted average rent for the overall market decreased by 6.6% to €21.57 psm/month. Similarly, in the Banking District, weighted average rent fell by 12.3% to €35.40 psm/month. While prime rent in the Airport micro-market remained stable compared with the previous year at €27.00 psm/month, the weighted average rent decreased by 9.0% to €19.75 psm/month.

With a 62.8% share of the office take-up in 2021, high-quality office space continued to receive high demand. This is also reflected in a high pre-letting rate. The pre-leasing rate for the 2022 project pipeline of 150,900 sq m is 56.1%. Overall, more than half (51.0%) of the new upcoming space (587,300 sq m) by the end of 2024 has been committed. In the CBD micro-markets, 42.3% of the 109,300 sq m in the project pipeline is leased office space. In the Frankfurt Airport micro-market, almost 79.5% of the 73,100 sq m in the project pipeline until 2024 is speculative office space, including "The Flow" (the former Europa-Center) with more than 32,000 sq m of office space.

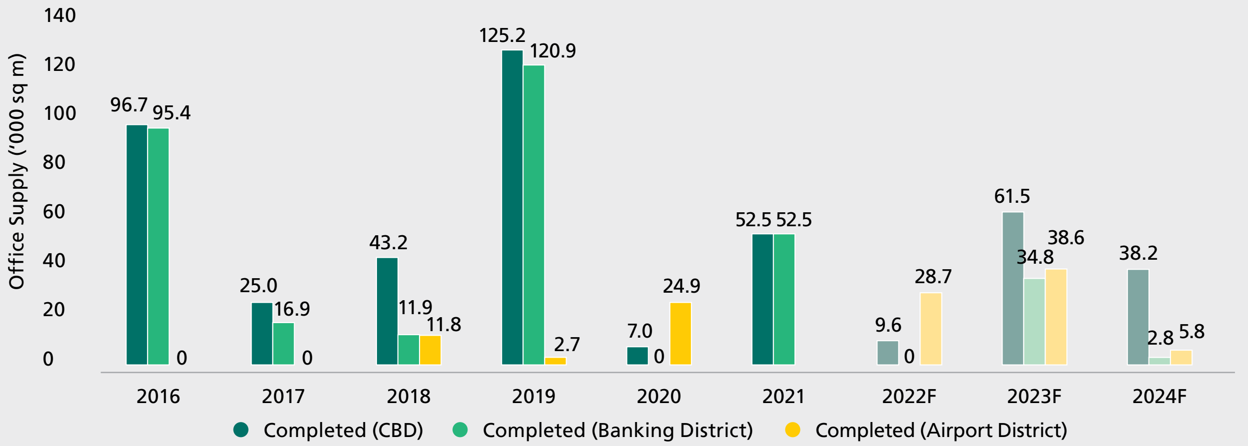
Frankfurt's real estate investment market (including residential portfolios of 50 units or more) reached a transaction volume of €7.5 billion in 2021, around a 2.8% decline y-o-y from 2020. Commercial real estate accounted for around €5.5 billion, a 23.5% decrease y-o-y. Single transactions were the focus of investors' attention, with a market share of 75.6%, a slight decrease of 1.6 percentage points. The share of foreign investors declined significantly to 14.2%, a contraction of 42.2 percentage points, not because of a lack of interest but rather as a consequence of the COVID-19-related travel restrictions which prolonged sales processes. Prime yields for centrally located office properties decreased by 0.2 percentage points to 2.7%.

FRANKFURT OFFICE SPACE COMPLETIONS AND FUTURE SUPPLY (OVERALL MARKET)



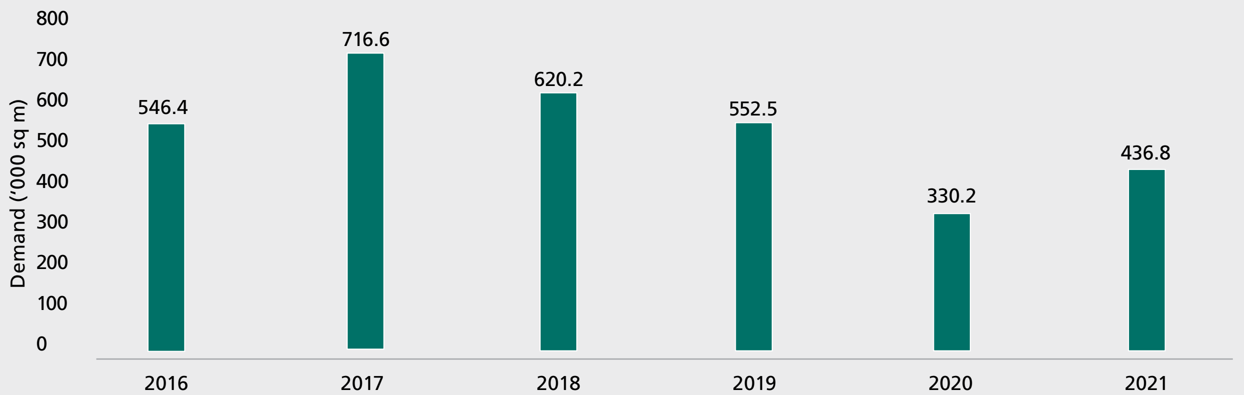
Source: CBRE Germany Research, 4Q 2021

FRANKFURT OFFICE SPACE COMPLETIONS AND FUTURE SUPPLY BY SUBMARKETS (CBD, BANKING DISTRICT & AIRPORT DISTRICT)



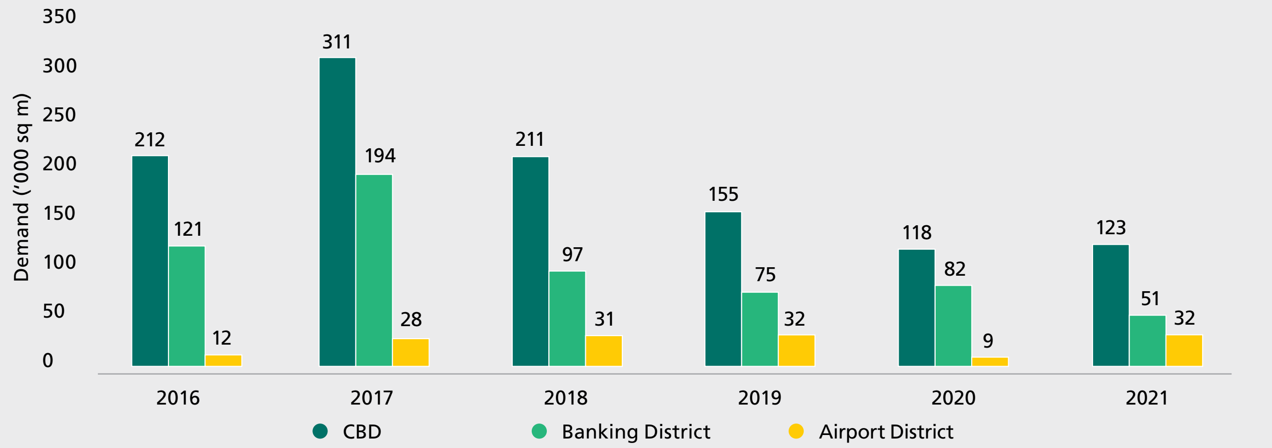
Source: CBRE Germany Research, 4Q 2021

FRANKFURT DEMAND (OVERALL MARKET)



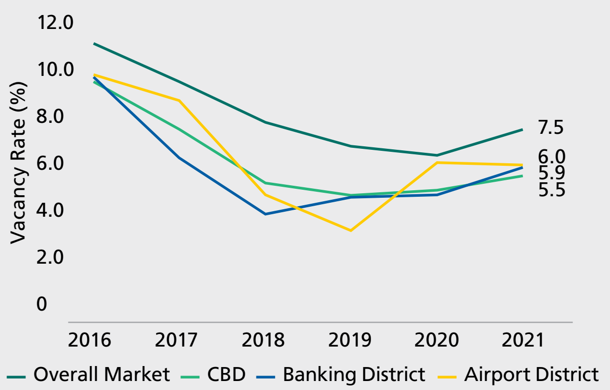
Source: CBRE Germany Research, 4Q 2021

FRANKFURT DEMAND (CBD, BANKING DISTRICT & AIRPORT DISTRICT)



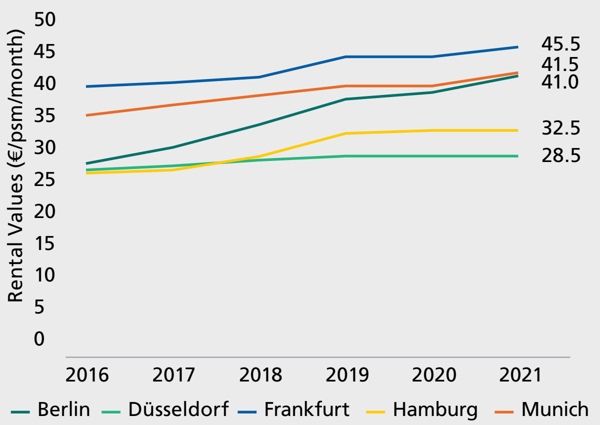
Source: CBRE Germany Research, 4Q 2021

FRANKFURT VACANCY RATES (OVERALL MARKET, CBD, BANKING DISTRICT & AIRPORT DISTRICT)



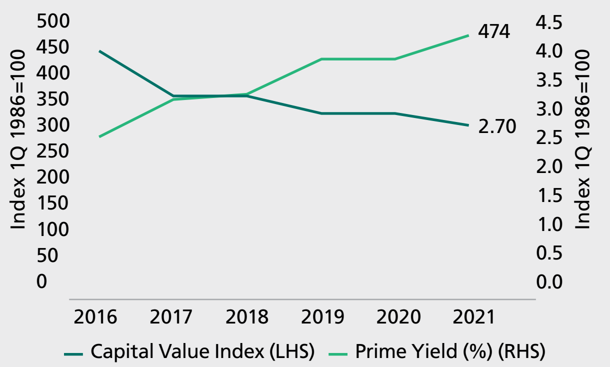
Note*: Without Subletting
Source: CBRE Germany Research, 4Q 2021

GERMANY PRIME OFFICE RENTS



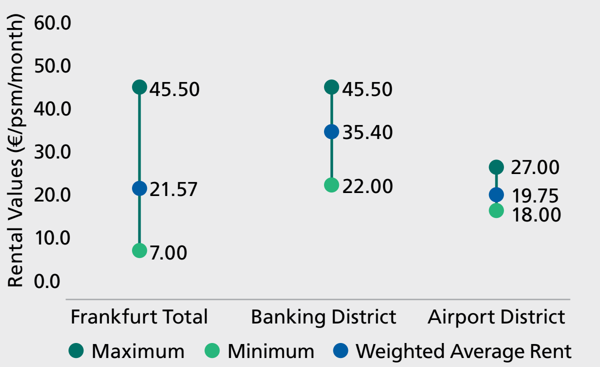
Source: CBRE Germany Research, 4Q 2021

FRANKFURT PRIME YIELD / CAPITAL VALUE INDEX



Source: CBRE Germany Research, 4Q 2021

FRANKFURT RENTAL BAND (OVERALL, BANKING DISTRICT & AIRPORT DISTRICT)



Source: CBRE Germany Research, 4Q 2021

Sydney, Australia

Sydney Office Market

Australia Economic Overview

While the Australian economy had experienced a contraction in early 2020, the economy bounced back quickly as strong growth recorded in 2H 2020 consolidated into 2021. In addition, Australia's strong banking system and low public debt levels have allowed for accommodative monetary policy and expansionary fiscal policy to shore up demand and stabilise the economy.

Although the Winter 2021 lockdown in New South Wales and Victoria saw GDP contracted by 1.9% q-o-q in September 2021, ongoing vaccination rollout alongside solid rebound in the labour market, and household consumptions suggest that economic recovery is well underway. The Reserve Bank of Australia (RBA) forecasted Australia's GDP outlook of around 3.0% in 2021, followed by a rapid growth of 4.5% in 2022 and 2.0% in 2023.

In short, the economy of Australia is in prime position for recovery as the country looks to reopen in early 2022. Gross Debt to GDP stands at just 72%, well below other comparable countries such as the USA (132%), UK (107%) and Japan (256%). This relatively low debt level has resulted in all major credit rating agencies issuing an AAA rating, which affirms the stability and attractiveness of the Australian economy as a global investment hub.

Whilst the emergence of the Omicron variant brings a new source of uncertainty, putting downward pressure on the growth outlook, the impact is expected to be less severe as a strict lockdown is not anticipated to be imposed nationwide.

Rejuvenation of Sydney

Sydney is in the state of New South Wales (NSW) and has often been recognised as the major gateway city of Australia for which the corporate sector is located. NSW is also the only state in Australia with AAA credit ratings by Fitch and Moody's, highlighting the resilience of the NSW economy and the government's history of strong financial management.

Whilst the Winter 2021 lockdown had weighed heavily on the state economy, with state final demand falling sharply by 6.5% over the quarter, the state's high vaccination rate has supported its faster-than-expected recovery. CBRE's recent survey noted that it took approximately four to six weeks to recover visitation compared to around eight to twelve weeks after the initial lockdown in March 2020.

The NSW Government has also targeted to deploy around A$6 billion worth of investment across a range of projects, including A$3.6 billion in infrastructure and capital maintenance and A$1.7 billion to support business and economy. Following the three-month lockdown, an additional A$2.8 billion was invested under the COVID-19 Economic Recovery Strategy in October 2021, aiming to restore consumer and business confidence, support jobs and skills, boost vital sectors, boost recovery in the regions as well as support communities across the state.

Before the onset of the pandemic, the NSW Government also invested heavily in upgrading Sydney's transportation network, aiming to improve connectivity between CBD and greater urban population bases. Over the next four years to 2026, NSW will see Australia's largest transport infrastructure program, with A$41.4 billion of investment on light rail, metro, fleet and roads. More importantly for the office market, several major transport upgrades have already taken place and will continue to benefit the Greater Sydney workforce.

NSW MAJOR INFRASTRUCTURE PROJECTS AND TIMELINE

Project	Estimated Completion
WestConnex (M4-M5)	2023
Parramatta Light Rail (Westmead-Carlingford)	2023
Sydney Metro City & South West	2024
Western Sydney Airport	2026
Sydney Metro West (CBD-Parramatta)	Planning
Western Sydney Light Rail • Macquarie Park Line • Castle Hill Line	Planning
Western Sydney N-S Rail Link (Airport)	Planning
Western Sydney Light Rail • M12 Motor Way • Local roads package	Planning

Source: Infrastructure NSW, CBRE Research

Amidst the recent surge in the Omicron variant, the city may face headwinds to recovery. However, NSW's resilient economy, compared to other Australian states which rely heavily on the commodities sector, alongside high vaccination rates of over 93% will continue to underpin the swift recovery as anticipated.

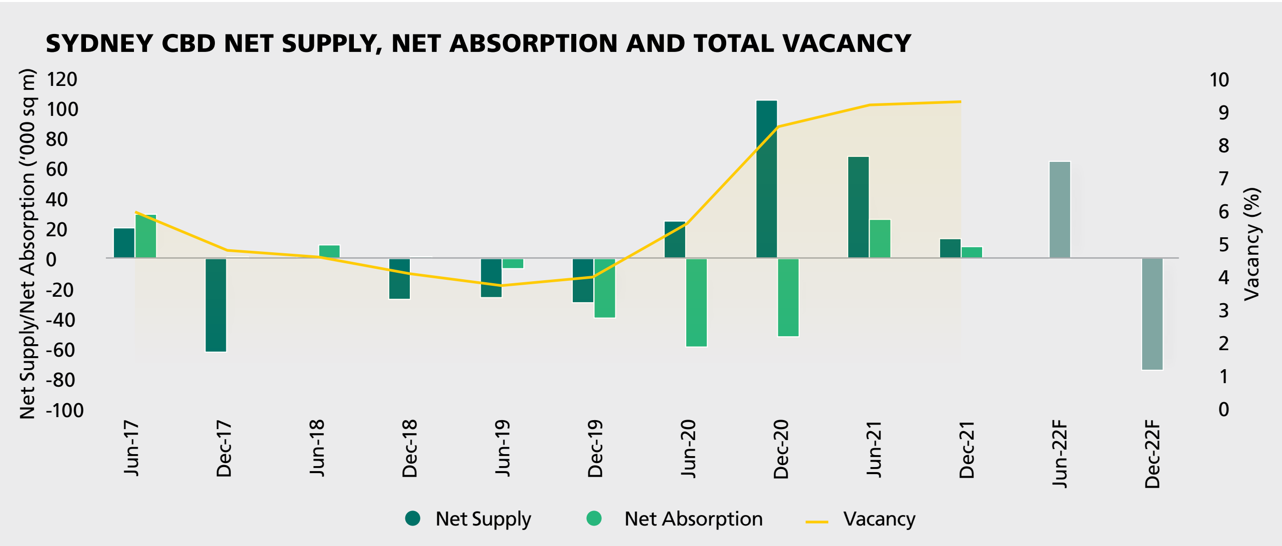
Sydney CBD Office Market Overview

Demand and Supply
According to the Property Council of Australia (PCA), Sydney CBD currently has approximately 5.2 million sq m of office stock. Some 398,000 sq m of net additions is expected to be completed from 2022 to 2026. However, supply over the next 24 months is expected to be muted at just 19,000 sq m in light of further significant withdrawals of about 268,000 sq m in 2022/2023 for Metro acquisition and redevelopment.

In terms of new supply, the large supply pipeline is mainly contributed by Quay Quarter Tower (75,000 sq m), Salesforce Tower (55,000 sq m), and three over-station developments at Martin Place (two towers totalling 105,000 sq m) as well as Parkline Place (48,000 sq m). These developments will come onstream between 2022 and 2024.

Besides the large supply pipeline, there was also an increase in supply of office stock in the sublease market in Sydney CBD due to a combination of new work from home trends and cost-cutting by businesses. As of December 2021, CBRE recorded approximately 99,000 sq m sublease availability but this amount was significantly lower than the previous peak of 170,751 sq m registered in November 2020. Sydney CBD's sublease market is expected to decline steadily throughout 2022, supported by strong leasing activity and over 90% of the sublease spaces being within prime assets with good quality fit-out, as well as the ongoing flight-to-quality trend.

CBRE forecasts total vacancy to peak in 1H 2022 before it eases closer to the long term vacancy rate of 6.7% in 2024. This will be underpinned by improving tenant demand coupled with subdued supply in 2022/2023 and about 60% of the confirmed supply completing between 2022 and 2024 being pre-committed.



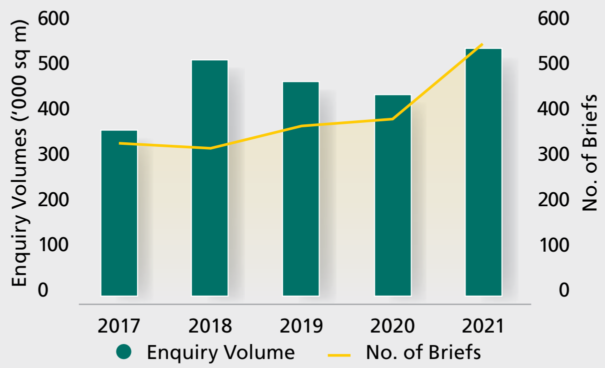
Source: CBRE Australia Research, 4Q 2021

Demand Drivers
In 2021, occupiers were more active in the leasing market by evolving their real estate portfolios to be ready for a post-pandemic environment. This was unlike 2020, when many occupiers without a hard deadline had paused their corporate real estate strategy as businesses reassessed their future office space requirements.

Over the first six months to July 2021, Sydney CBD recorded its first period of positive net absorption of 27,269 sq m. This was after four consecutive periods of negative net absorption since June 2019. Tenant demand continued to recover in H2 2021, recording 7,812 sq m of positive net absorption. This represents total net absorption of 33,111 sq m and the strongest since 2015.

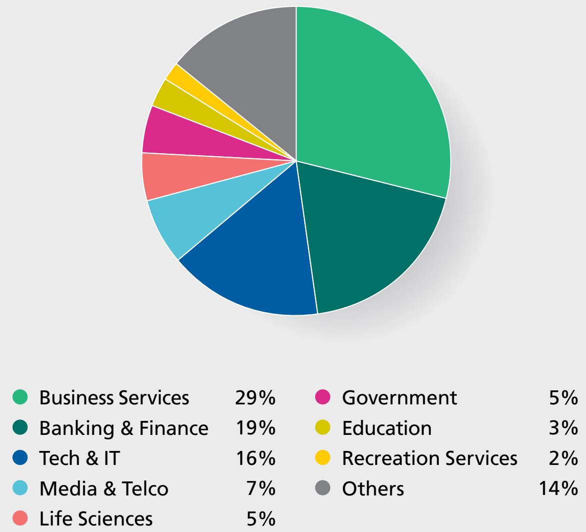
Additionally, supporting the strong performance was the record level of 543 leasing briefs received by CBRE Leasing in 2021, whilst enquiry volumes had also reached a new high of approximately 536,000 sq m since 2014. Over a quarter of the enquiry volume originated from Business Services (29%), followed by Financial and Insurance Services (19%) and Technology & IT Services (10%). Whilst all size groups recorded a significant uptick in briefs received, particularly to the sub-3,000 sq m tenants, total briefs received had doubled over the last 12 months. The strong uptick in leasing sentiment coincides with the improved occupier sentiment towards the long-term expansion plan. As highlighted in the CBRE's Australia and New Zealand Future of Office Survey Report May 2021, 30% of the respondents expect to increase their office space over the next three years to 2023 and over half of the respondents expect to increase the use of collaborative space including meeting rooms and communal space to facilitate the larger volume of team and event-based work taking place in the future of office. CBRE believes that the rising demand for more collaboration will result in an increasing demand for more space, supporting the strong leasing momentum into 2022.

SYDNEY CBD OFFICE ENQUIRY VOLUMES



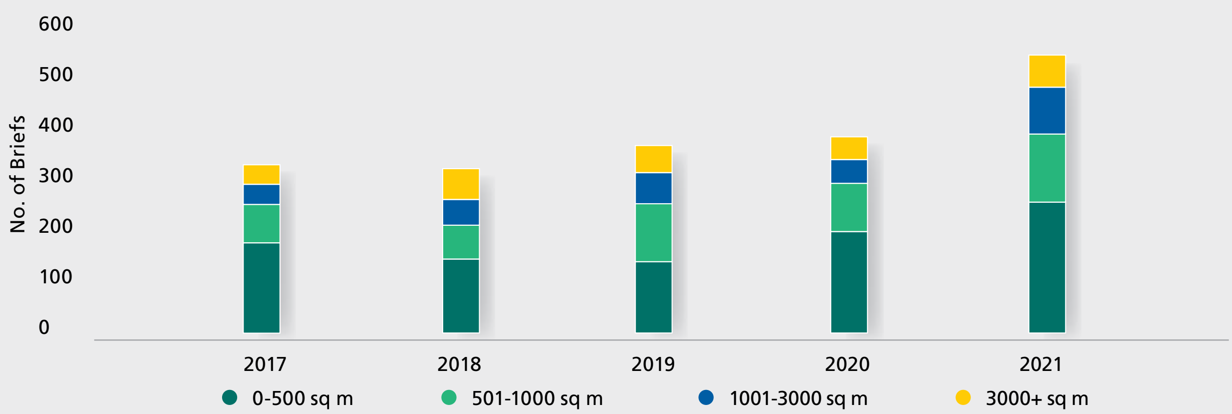
Source: CBRE Australia Office Leasing, CBRE Australia Research, 4Q 2021

SYDNEY CBD OFFICE LEASING ENQUIRY BY INDUSTRY (2021) (%)



Source: CBRE Australia Office Leasing, CBRE Australia Research, 4Q 2021

SYDNEY CBD OFFICE LEASING ENQUIRY BY SIZE GROUP



Source: CBRE Australia Office Leasing, CBRE Australia Research, 4Q 2021

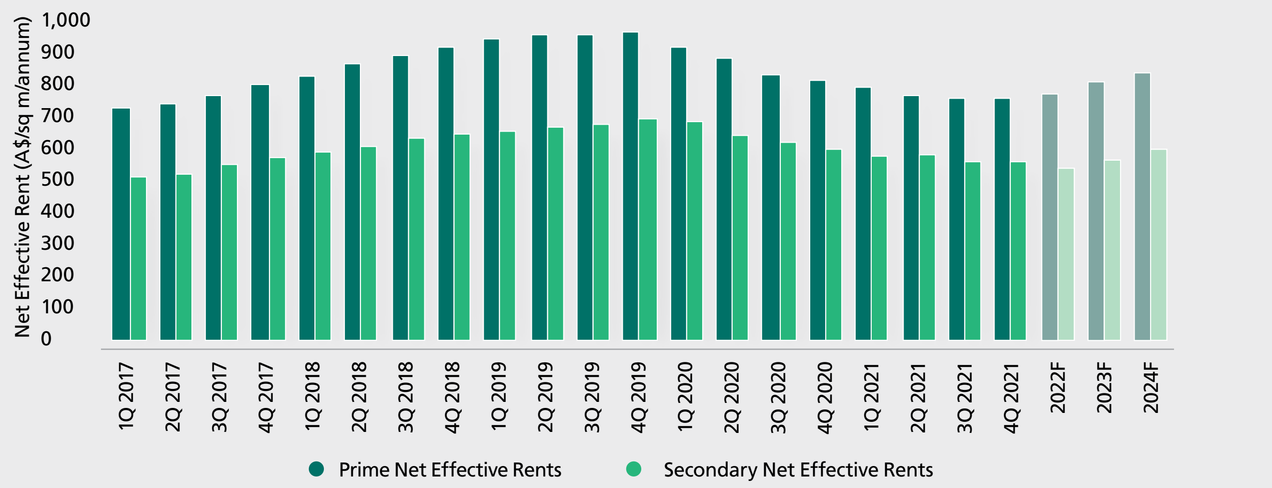
Rental Values

Sydney CBD prime and secondary net face rents (NFR)[22] held steady since the onset of the pandemic, with prime NFR currently at A$1,272 psm/annum and secondary NFR at A$931 psm/annum. However, net effective rental[23] has continued to fall throughout the year, primarily driven by incentives remaining at historically high levels above 30%+ for prime and secondary offices.

With market sentiment continuing to improve, supported by underlying indicative data such as record-high enquiry level and improving office fundamentals, the growth rate of incentives has slowed and incentives level is expected to hold steady over the next 12 months before trending downwards as vacancy improves. CBRE forecasts that the adverse effects of the increase in incentives on effective rents will bottom out in 2022.

22 Base rent paid by a tenant excluding (or net of) outgoings
23 Base rent that would be achieved, less the incentives paid by the owner. The average net effective rent for a market is the market net face rent less incentives which are amortised over the term of the lease.

SYDNEY CBD OFFICE RENTS



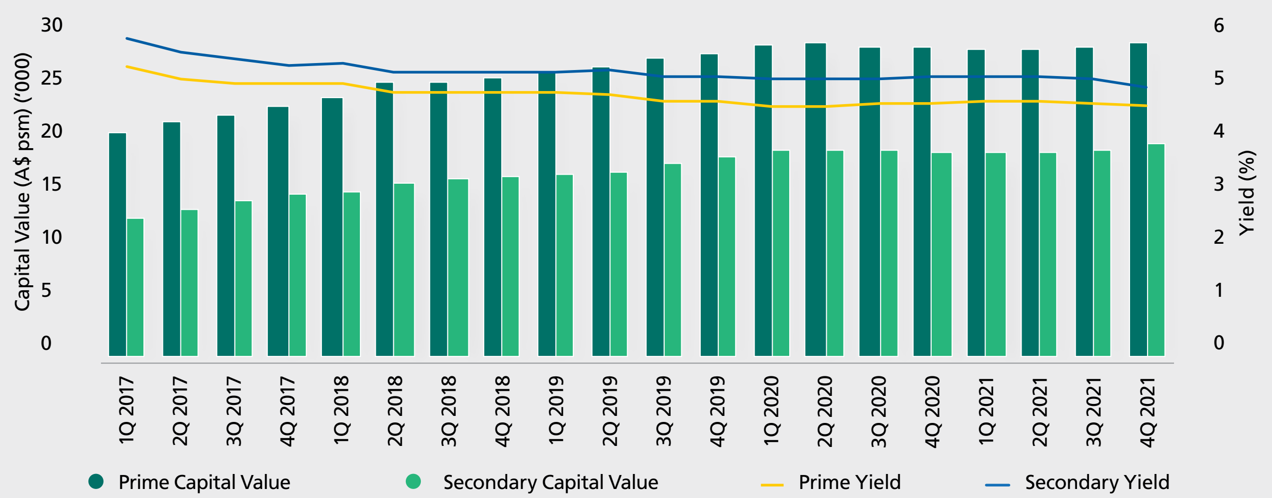
Source: CBRE Australia Research, 4Q 2021

Investment Market

Transaction activity improved significantly in 2021 from 2020. As at December 2021, the total office sales volumes increased by 2.5 times to A$3.8 billion comprising 18 transactions. The transactions were underpinned by a healthy investor appetite for quality office assets, taking advantage of the current low-interest-rate environment and a flight-to-quality trend. In contrast to a pre-pandemic level where foreign investment represented an average of 37% of total transaction volumes between 2015 and 2019, activity in 2021 was driven largely by local institutional investors across the listed wholesale and private investor markets.

Following the trend of falling bond yields, prime office yields in Sydney have been compressing since 2010, driven by the substantial increase in demand for Sydney offices since 2012. There has been significant rental growth in Sydney over the last five years, making it even more attractive. The relative value for money that offshore investors get compared to other global markets has driven prices up and yields down. As at December 2021, prime and secondary capital values average at A$28,259 psm and A$19,233 psm, representing a y-o-y increase of 1.3% and 4.1% respectively. The stronger investment market saw prime and secondary office yields compress to an average of 4.5% and 4.8% respectively as of 4Q 2021.

SYDNEY CBD OFFICE CAPITAL VALUES AND YIELD



Source: CBRE Australia Research, 4Q 2021

North Sydney Office Market Overview

The North Sydney office market lies across the harbour of the north of Sydney CBD. The two markets are connected by the Harbour Bridge and an underground rail line. In 2024, the new Victoria Cross Station Metro rail line will provide a further connection between the two markets, with an estimated travel time of just under 6 minutes to the CBD. This enhanced connectivity between the two office markets is expected to benefit North Sydney as an agglomerated office market, supporting future rent growth and increased value.

Similarly, employment in North Sydney was impacted by COVID-19. White-collar employment declined by 2.5% in 2020 and is expected to shrink by 0.5% in 2021. According to Deloitte Access Economics, North Sydney's labour market recovery is expected to rebound strongly in 2022/2023, with white-collar employment growth estimated to grow by 3.5%.

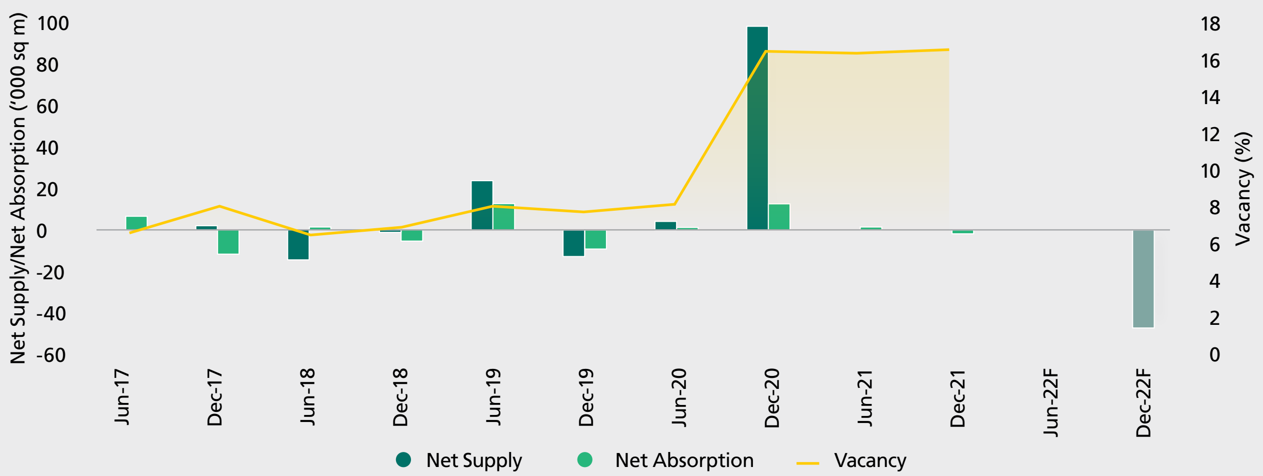
Demand and Supply

As of January 2022, the North Sydney office market consists of 922,793 sq m of office stock, making it the second-largest office market in metropolitan Sydney. Nonetheless, a substantial proportion of the North Sydney office market consists of secondary grade stock, accounting for about 60% of the total stock. Significantly, of the 109 buildings currently surveyed by PCA, only about 16 existing buildings have floorplates greater than 1,000 sq m in size across all grades.

The North Sydney CBD supply outlook is limited with only three projects, i.e. 2-4 Blue Street (15,000 sq m), 88 Walker Street (12,500 sq m) and Metro Victoria Cross above-station development (55,000 sq m) currently under construction. However, these projects are not due to complete until 2023/2024. Though there are approximately 430,000 sq m of mooted projects, these projects are unlikely to commence without any precommitment. With the majority of the future stock being prime grade, this will continue to narrow the spread between prime and secondary grade stock, offering a more balanced asset profile in North Sydney. The rejuvenation of office stock will also enhance the appeal of North Sydney and contribute to the evolution of tenant composition.

Over the six months to July 2021, North Sydney was the only metro market in Sydney to have recorded positive net absorption of 776 sq m and the strongest net absorption of 13,070 sq m over the 12 months to July 2021. Despite 1,758 sq m of negative net absorption recorded in 2H 2021, total vacancy in North Sydney remains relatively stable, recording at 16.6% as of January 2022 compares to 16.5% in January 2021. Prime vacancy declining sharply to 14.9% from 18.3%. Conversely, secondary vacancy increased to 17.6% from 15.3% as of January 2022, supporting the ongoing flight-to-quality trend. Moreover, a limited supply pipeline over the next 12 months will help absorb the impact of COVID-19-related vacancy, with total vacancy forecasted to trend downward closer to the long-term average of 8% by the end of 2022.

NORTH SYDNEY NET SUPPLY, NET ABSORPTION AND VACANCY

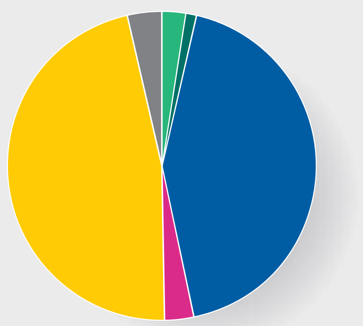


Source: CBRE Australia Research, 4Q 2021

Demand Drivers
The tenant profile of North Sydney is dominated by the Professional, Scientific and Technical Services industry.

The major transformation of North Sydney has continued to see strong interest from major organisations such as Microsoft, SAP, Nine Entertainment, Ooh!Media and NBN Co. North Sydney has been identified as a preferred location as tenants seek to attract and retain talented staff with the lure of excellent transport connectivity, abundant facilities and amenities, as well as the availability of brand-new office accommodation with up to a 30% parity to CBD rents. This is supported by the high level of new demand recorded over the past 18 months to July 2021, with 2020 recording 42,420 sq m of net tenant movements relocating to North Sydney. The chart shows the breakdown of tenant relocation from other major markets into North Sydney and new office or business setup since 2020.

NORTH SYDNEY TENANT MOVEMENTS (NEW DEMAND ONLY) (2020-JULY 2021) (sq m)



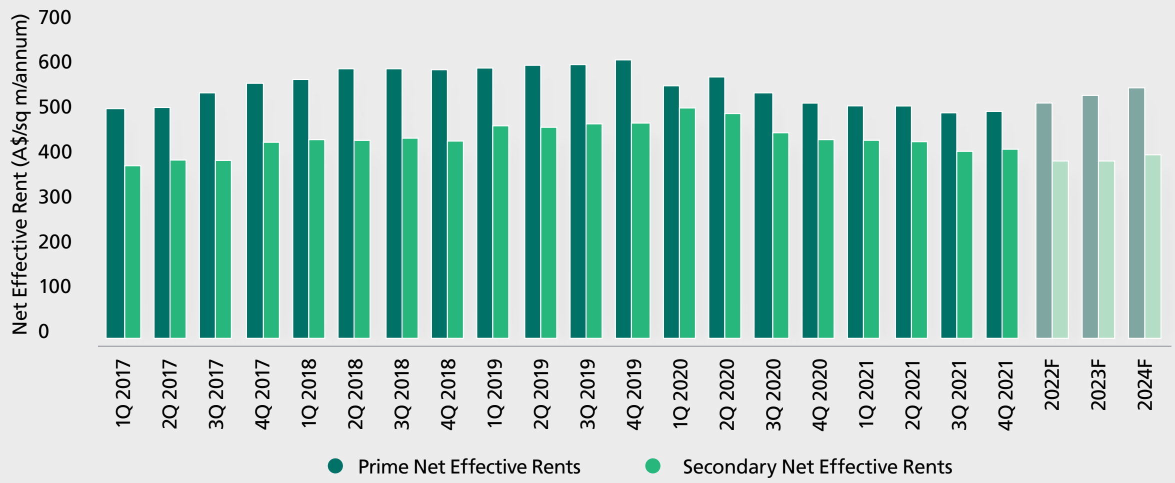
Note: New demand refers to tenant relocation from outside of North Sydney and new office/business only
Source: PCA, CBRE Australia Research, July 2021

Rental Values
The North Sydney office market experienced a period of strong rental growth since 2011, in line with vacancy rates which continued to improve and remain below the 10-year average of 8.3% until COVID-19 hit. Over the year to December 2021, prime and secondary net face rents increased marginally by 0.7% and 1.0% after remaining unchanged throughout the pandemic in 2020. On the other hand, incentives also increased 300 bps to 35% over the same period for prime and secondary. This has resulted in a y-o-y fall of 3.5% and 4.6% for prime and secondary net effective rent.

The gap between North Sydney and CBD prime rents has narrowed appreciably since 2008. North Sydney prime grade rents are currently about one-third of Sydney CBD prime office rents. This has supported the increasing attractiveness of secondary CBD locations as an alternative to North Sydney.

Looking forward, while net supply additions remain low over the next 12-18 months, we expect North Sydney to perform similarly to the CBD, with falling effective rents to bottom out in 2022 as tenant demand continues to strengthen. Consistent with this, incentives eased to approximately 33% from 35% a year ago.

NORTH SYDNEY RENTS

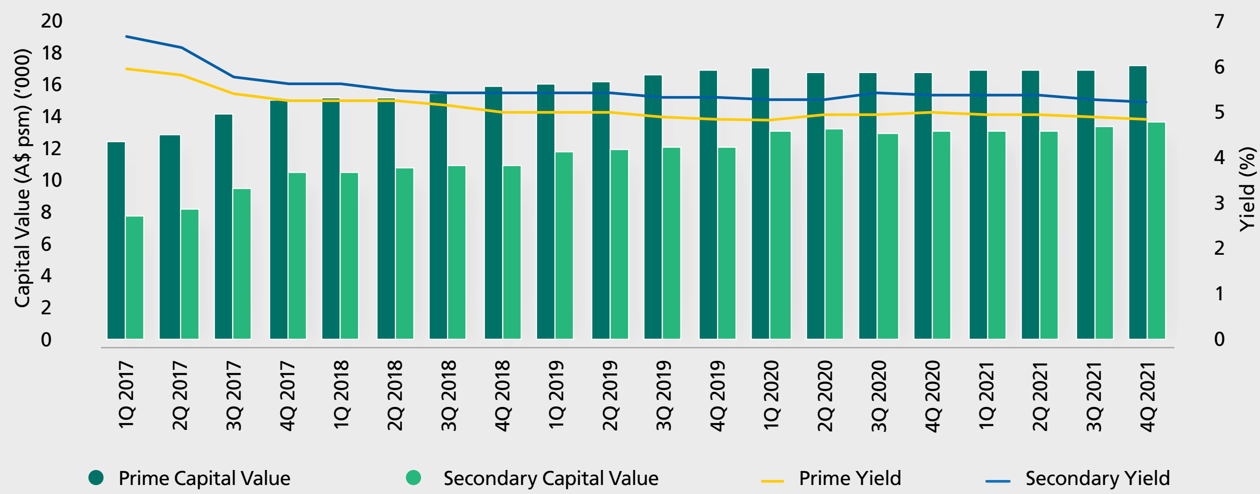


Source: CBRE Australia Research, 4Q 2021

Investment Market
North Sydney experienced a sustained period of investment activity with a total of A$5.0 billion transacted over the past five years to 2019. Whilst transactions were more modest in 2021, with about A$442 million transacted across five assets largely due to limited stock available in the market, offshore demand remains significantly strong. Of the five assets transacted, offshore investment contributed about 62% of the total transaction volume, above the 10-year average of 53%.

While tenant demand continued to strengthen over the last 12 months, prime and secondary office yields have shown little movement and currently average at 4.86% and 5.19%, down 11 bps and 13 bps respectively in 2021. Over the same period, prime and secondary capital values averaged at A$17,192 psm and A$13,613 psm, representing a y-o-y increase of 3.2% and 3.6% respectively. We expect prime yield to remain relatively stable, while modest yield compression is expected in secondary yield over 2022/2023. Further yield compression, albeit slight, may provide greater scope for secondary asset re-positioning as a way to extract value.

NORTH SYDNEY CAPITAL VALUE AND YIELDS



Source: CBRE Australia Research, 4Q 2021

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Market Volatility
The outbreak of the Novel Coronavirus (COVID-19), declared by the World Health Organisation as a global pandemic on the 11th March 2020, is causing heightened uncertainty in both local and global market conditions. Our assignment is based on the information available to us at the date of assessment. You acknowledge that our reports may include clauses highlighting the heightened market uncertainty if appropriate, and we recommend our assessment is kept under frequent review.

Both governments and companies are initiating travel restrictions, quarantine and additional safety measures in response to the COVID-19 pandemic. If, at any point, our ability to deliver the services under the LOE are restricted due to the pandemic, we will inform you within a reasonable timeframe and work with you on how to proceed. Whilst we will endeavour to meet the required timeframe for delivery, you acknowledge any Government or company-imposed restrictions due to the virus may impede our ability to meet the timeframe and/or deliverables of this engagement, and delays may follow. Any delays or inability to deliver on this basis would not constitute a failure to meet the terms of this engagement.

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CICT is committed to environmental sustainability and value creation as a real estate owner. By leveraging technologies and analytics in optimising the usage of energy, water and waste management across our properties, we believe that we can manage our business more sustainably and create long-term value for all stakeholders.

Our Resources	Our Value Drivers	2021 Value Created
Environment	• Manage resources efficiently • Upkeep green buildings (climate resilience) • Ensure health & safety of stakeholders	• 50.3% reduction in carbon emission intensity • 32.8% reduction[1] in energy intensity • 40.9% reduction[1] in water intensity • 100% of CICT's portfolio achieved green rating • Refer to Health & Safety on pages 139-140 • All CICT's Singapore properties participated in World Wide Fund for Nature's (WWF) Earth Hour, by turning off non-essential lights on 27 March 2021, 8.30 pm. In light of COVID-19, no in-person activities were organised. • Tampines Mall committed to subscribe for the proposed district cooling network by Singapore Power

Policy & Objectives

- Identify opportunities in managing its property portfolio to deliver long-term benefits
- Identify and respond to climate change risks
- Transit to low-carbon business
- Reduce energy consumption and transit to renewable energy sources
- Reduce water consumption, encourage use of recycled water and rainwater harvesting
- Manage waste through construction efficiency and increase rate of recycling
- Manage biodiversity to contribute positively to the natural environment
- Engage stakeholders to play their part

Accountability

- REIT and BU CEOs are Environment, Health and Safety (EHS) Champions
- ISO 14001-certified Environmental Management System (EMS) ensures accountability of relevant managers and all staff
- Set key performance targets linked to remuneration for all staff, and performance tracked via the online CapitaLand Environmental Tracking System (ETS)

Approach & Implementation

Environmental Management System (EMS)

- Ensure legal compliance
- Identify environmental aspects and manage impact
- Sustainable Building Guidelines – includes the updated Environment, Health and Safety Impact Assessment (EHS IA) and stakeholder consultation
- Appoint ISO 14001-certified main contractors or conduct EMS legal compliance on site
- Environmentally sustainable operations – EMS Standard Operating Procedures

Key Performance Indicators:

- Green rating targets set for new buildings and major refurbishments
- Green existing property portfolio
- Eco-efficiency targets: improve performance through tracking of energy and water usage, waste generation and carbon emissions
- Stakeholder engagement

1 Compared to base year 2008.

MANAGING OUR ENVIRONMENTAL FOOTPRINT

CapitaLand's Environmental Management System (EMS) is a key tool in managing CICT's environmental footprint across the portfolio. This EMS is integrated with CapitaLand's Occupational, Health and Safety Management System (OHSMS) to form CapitaLand's Environmental, Health and Safety Management System (EHSMS). CapitaLand's EHSMS is audited by a third-party accredited certification body to ISO 14001 and ISO 45001 standards. ISO 14001 and ISO 45001 are internationally recognised standards for the environmental management of businesses and occupational health and safety management of businesses respectively.

Environmental, Health and Safety Policy

CICT is committed to protecting the environment and upholding the occupational health and safety (OHS) of everyone in the workplace*, and will:

- Carry out exemplary Environmental, Health and Safety practices to minimise pollution and health and safety risks
- Seek continual improvement on its Environmental, Health and Safety performance
- Comply with pertinent legislations and other requirements
- Implement the CapitaLand Sustainable Building Guidelines and Occupational Health and Safety programmes

This policy is readily available to all employees, tenants, suppliers, service providers and partners.

* This includes implementing the EHSMS.

Risk Management of Environmental Aspects and Impact

Climate change risks and opportunities are also identified and mitigated through CICT's ERM framework and the externally certified ISO 14001 EMS. As part of the certified EMS, new or updated legal requirements are reviewed quarterly and compliance is evaluated annually. Risk management of environmental aspects and impacts involves identifying and managing significant environmental aspects of our business operations that can potentially have a negative impact on the environment. The EMS provides a systematic approach to assess the significance of each environmental aspect and impact based on factors such as the likelihood of the occurrence, severity of the impact and control measures implemented. CICT strives to minimise impacts such as resource depletion, carbon emissions and waste generation, by setting environmental targets such as green building rating targets; carbon emissions, energy and water reduction targets; and stakeholder engagement activities. The targets are linked to the remuneration for staff including top management.

Training and Awareness Programmes

Employees attend training and awareness programmes to facilitate effective implementation of CapitaLand's EHSMS. In 2021, 21.5% of employees attended EHS-related training, clocking over 1,640 training hours. New employees are introduced to CapitaLand's EHS policy and EHSMS. In light of COVID-19, more digital learning sessions were conducted in 2021.

Internal and External Audits

CapitaLand has in place an internal audit system to ensure the conformance and effective implementation of its EMS to ISO 14001 international standards. External audits are conducted annually by a third-party accredited certification body.

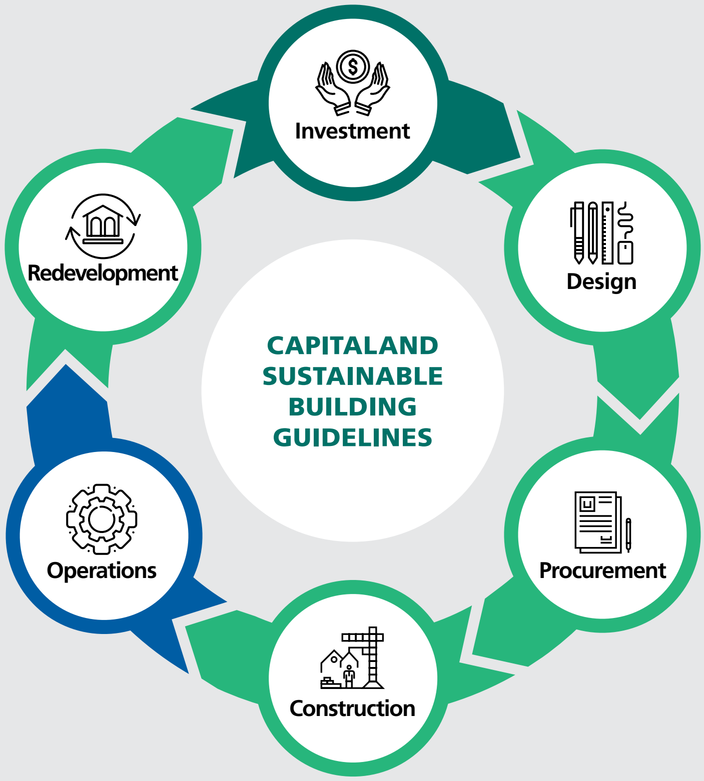
Engaging Tenants to Go Green

Beyond developing environmentally sustainable properties, and operating them according to best practices, CICT understands the vital role that end-users of its buildings play. Collaboration with tenants is becoming more important to influence and support their sustainability goals. A green clause is implemented across all leases in its retail properties and for new leases in its office properties in Singapore where tenants are to support green initiatives by the landlord including proper disposal of waste. For all its properties in Singapore, a green fit-out guide is given to new tenants to encourage adoption of greener fit-outs, lighting efficiency requirements and promote green practices and behaviour.

SUSTAINABLE DEVELOPMENTS AND ASSETS

CapitaLand Sustainable Building Guidelines

CICT refers to CapitaLand's Sustainable Building Guidelines (SBG), an in-house guide developed since 2007, to ensure environmental considerations are incorporated in all stages of its properties' life cycles – from feasibility, design, procurement, construction, operation to redevelopment. It also covers developments and refurbishments. The SBG is regularly reviewed to ensure continuous improvement, with a focus on four key objectives of minimising carbon footprint and energy consumption, water management, reducing generation of waste and promoting biodiversity in the life cycles of its developments.



#1 Investment

- Align with Sustainability Master Plan (SMP) targets
- Conduct EHS IA and gap analysis with SMP
- Identify opportunities for innovation and value creation

#2 Design, Procurement, Construction and Redevelopment

- Design in accordance with CapitaLand Sustainable Building Guidelines
- Align with SMP targets
- Testbed innovations
- Adopt EHS best practices and appoint EHS certified main contractors
- Monitor and report performance

#3 Operations

- Asset planning to align with SMP – resource efficiencies in budget, future-proofing of portfolio
- Embed best practices for sustainable operational excellence
- Innovate and collaborate
- Evaluate, monitor and report performance
- Share lessons learnt and seek improvement

Mitigating Climate Change Challenges and Identifying Opportunities through Design

As countries rally for action to mitigate climate change, we expect more stringent regulations and increased expectations from stakeholders. By adopting the SBG, CICT aims to future-proof its developments by addressing the risks of climate change right from the investment or design stage.

Every project is studied in detail and appropriate measures are adopted in consideration of climate change. The SBG also sets guidelines for buildings to be less energy reliant. For example, setting green building certification targets above statutory requirements, as well as encouraging the use of renewable energy, whenever possible.

Environment Health and Safety Impact Assessment (EHS IA)

A key component of the SBG is the mandatory EHS IA which is conducted during the feasibility stage of an investment into operational asset and development project. Significant findings of the EHS IA and their cost implications, if any, are incorporated in the investment paper and submitted to the Board of Directors for approval.

The EHS IA considers Environment, Health and Safety risks and opportunities upfront and identify mitigating measures. The Environment aspect covers areas such as floods, biodiversity, air quality, noise, connectivity, heritage and resources. There are no properties in the portfolio located within protected areas and no material biodiversity risk has been identified.

Green Building Rating

Green building ratings help affirm the quality of CICT's properties. They serve as an external validation that key environmental aspects have been considered in CICT's project design, development and operations. With targets set from the early stage of design and development, green buildings, with a lower lifecycle carbon footprint through the adoption of sustainable design and materials, are more resource-efficient.

The minimum target certification for our new developments in Singapore is Building and Construction Authority (BCA) Green Mark Gold^{PLUS}. CICT is committed to actively renew and maintain our green certifications and achieve minimum BCA Green Mark certification for all properties. The Trust has also set a target to green all its existing properties outside Singapore by 2030 with each achieving minimum certification level by a green rating system administered by a national government ministry/agency or a Green Building Council recognised by World Green Building Council (WGBC). As at 31 December 2021, all of CICT's properties are green rated.

Property	Award Category	Year of Award/Renewal
Retail		
Bedok Mall	BCA Green Mark Platinum	2021
Bugis+	BCA Green Mark Platinum	2021
Bugis Junction	BCA Green Mark Platinum	2021
Bukit Panjang Plaza	BCA Green Mark Gold^{PLUS}	2020
Clarke Quay	BCA Green Mark Certified	2019
IMM Building	BCA Green Mark Gold^{PLUS}	2019
JCube	BCA Green Mark Platinum	2020
Junction 8	BCA Green Mark Platinum	2021
Lot One Shoppers' Mall	BCA Green Mark Gold	2020
Tampines Mall	BCA Green Mark Gold	2019
Westgate	BCA Green Mark Platinum	2022
Integrated Development		
Funan	BCA Green Mark Gold^{PLUS}	2018
Plaza Singapura	BCA Green Mark Gold	2019
The Atrium@Orchard	BCA Green Mark Gold	2019
Raffles City Singapore	BCA Green Mark Gold^{PLUS}	2020
CapitaSpring	BCA Green Mark Platinum	2018
Office		
Asia Square Tower 2	BCA Green Mark Platinum LEED Shell & Core Platinum	2021 2014
CapitaGreen	BCA Green Mark Platinum	2021
Capital Tower	BCA Green Mark Pearl BCA Green Mark Platinum	2018 2020
Six Battery Road	BCA Green Mark Platinum	2021
21 Collyer Quay	BCA Green Mark Platinum	2020
Gallileo, Germany	LEED Building Operations and Maintenance: Existing Buildings Gold	2020
Main Airport Center, Germany	BREEAM Good Certification	2021

21 COLLYER QUAY: THE MAKING OF A GREEN MARK PLATINUM BUILDING

CICT creates long-term value for its stakeholders by ensuring that its properties stay relevant and sustainable. Each building has a unique asset management plan that is tailored to the needs of its occupiers amidst an evolving business environment.

For 21 Collyer Quay, a building constructed in 1982, the end of a net lease agreement in April 2020 presented the opportunity for an asset enhancement initiative (AEI). The building, managed by the ex-tenant was previously given the Building and Construction Authority (BCA) Green Mark certification.

The enhancement work took place from 3Q 2020 to 4Q 2021 during the pandemic, with the work scope ranging from the refurbishment of essential equipment to the upgrading of common areas. Extensive green initiatives and more greenery were introduced to the existing spaces, which were aligned to the five key areas of the BCA's Green Mark assessment scheme. These included:

- ***Improvements to Sustainable Management***, through the provision of a green corner, green-related activities and a system to detect refrigerant leaks.
- ***Higher Building Energy Performance***, through the installation of an energy-efficient chiller plant with an adaptive control algorithm, and efficient lighting system
- ***Better Resource Stewardship***, through the introduction of energy, water and waste management policies and improved action plans. Water usage is closely monitored, and the current water fittings satisfy the minimum 2-ticks rating on the Water Efficiency Labelling Scheme (WELS). Facilities such as separated recycling bins and proper storage area for recyclable waste are also provided.
- ***New Features for a Smart and Healthy Building***, with monitoring systems to improve indoor air quality (on each floor) and to achieve a more efficient energy monitoring plan with sub-metering systems.
- ***Advanced Green Efforts***, through the monitoring of indoor air-quality, temperature and humidity trends, and the introduction of surveillance audits.

As a result of these enhancements, 21 Collyer Quay was awarded BCA's Green Mark Platinum certification, the highest accolade in the Green Mark assessment scheme and a significant improvement from the previous Green Mark accreditation. The building is leased to WeWork for seven years from 4Q 2021.

Estimated Cost Savings Per Year

approx.

S$107,000/year

Upgraded chiller plants at 21 Collyer Quay

Sustainability has been integral to WeWork's values since Day 1. We are able to do so by working with our employees, members and partners to drive eco-conscious practices in our spaces to make a lasting impact on communities and in our cities. Our sustainability goals fall into four primary areas: Wellbeing, Impact, Sustainability, and Energy. Our latest location, 21 Collyer Quay, is a testament to this. It has been awarded the Green Mark Platinum Award by BCA for minimal impact on the environment. Various green practices and features are integrated in building design; which will enable us to measure and track our success through building performance tracking of energy, water, material resource usage and indoor environmental quality for better health and wellbeing.

Mr Ameet Ankaikar
Regional Energy, Sustainability & Technical Director, WeWork

SOCIAL INTEGRATION

We are committed to building safe, accessible, vibrant and quality real estate developments to enhance the lives of our stakeholders and communities around our properties.

Our social integration criteria, which factor universal design considerations include:

- Ensuring accessibility in the built environment to people of different age groups and varying mobility
- Enhancing connectivity to public transport, roads, amenities and between buildings
- Providing community spaces as public gathering points

These design considerations are also integrated with CapitaLand's Sustainable Building Guidelines (SBG) to ensure that they are considered from the start of the project development process. For its new projects in Singapore, a target has been set to achieve at least a UD Mark Gold certification as assessed by Singapore's Building & Construction Authority (BCA).

Universal design considerations ensure that public spaces in our properties are accessible to users of different age groups and varying abilities. These include:

- Seamless connectivity to the external surroundings, such as bus stops, adjacent buildings, streets and sidewalks
- Barrier-free access from accessible (handicapped) parking lots and family parking lots to lift lobbies
- Sheltered and barrier-free drop-off areas
- Accessible (handicapped) and family lots
- Designated pedestrian lanes in car parks
- Amenities such as accessible toilets, lifts and nursing rooms
- Atrium spaces, libraries and play areas for children

CICT's 22 operating properties in Singapore either offer direct access to public transport hubs or are close to MRT stations, bus stops and taxi stands.

All our properties have at least one facility for disability access. These include accessible alighting and boarding bays, lifts, parking lots and public toilets. Our properties are also guide-dog friendly.

To encourage greener transportation modes, the Trust has allocated around 1,000 bicycle bays as well as green parking lots with charging stations across our properties. Plans are also underway to roll out more electric vehicle charging stations in our portfolio in collaboration with Singapore Power Mobility. For tenants who cycle to work, shower facilities are available in some properties.

We have also continued the partnership with BlueSg on electric car-sharing at six of our malls, namely Clarke Quay, Funan, Lot One Shoppers' Mall, Plaza Singapura, Tampines Mall and Westgate.

Type of Amenities	No of Retail Properties	No of Office Properties
Facilities with disability access	15	6
Guide dog-friendly policy	15	6
Family and nursing rooms	15	4
Shower facilities	2	6
Accessible public toilets	15	6
Bicycle-sharing parking zones	1	3
Electric vehicle charging stations	9	6
Community spaces	11	4

Properties	Award	Year of Award
Bedok Mall	BCA Universal Design Mark Gold^{PLUS}	2016
Westgate	BCA Universal Design Mark Platinum	2015
JCube	BCA Universal Design Mark Gold^{PLUS}	2013
CapitaGreen	BCA Universal Design Mark Platinum	2016
Capital Tower	BCA Universal Design Mark Gold	2017
Funan	BCA Universal Design Mark Gold^{PLUS}	2020
CapitaSpring	BCA Universal Design Mark Gold^{PLUS} (Design)	2018

OPERATIONAL EFFICIENCY

Portfolio Resilience And Resource Efficiency

The efficient use of environmental resources such as energy and water, responsible waste management and consideration of the surrounding community, contribute to the operational efficiency and long-term sustainability of CICT's real estate portfolio. This will build resilience throughout CICT's operations and future-proof its real estate portfolio to guard against climate change risks and avoid premature obsolescence. In the long term, we believe this will be a differentiating factor for CICT in the markets that it has a presence in.

The usage of environmental resources in CICT's portfolio is closely monitored as part of our eco-efficiency objectives and long-term sustainability. Energy and water consumption, waste generation and carbon emissions at our properties are monitored via CapitaLand's Environmental Tracking System (ETS). All Property Managers are required to submit monthly reports with supporting documentary evidence through the ETS. The system's control and monitoring tool allows the Property Managers to conduct analysis against set targets and past trends to facilitate a better understanding of consumption patterns and identify potential areas for improvement.

Targets

CICT is aligned with CapitaLand's science-based targets set out in CapitaLand's 2030 Sustainability Master Plan as we transit to a low-carbon business. CapitaLand's revised carbon emissions intensity reduction target is computed from the approved science-based target, to better track our day-to-day operational efficiency.

2030 Targets

▼ 78%
Carbon Emmissions Intensity

▼ 35%
Energy Intensity

▼ 45%
Water Intensity

Compared to base year 2008

Renewable Electricity

35%
of total electricity consumption from renewable sources by 2030

Recycling Rate

25%
recycling rate in day-to-day operations by 2030

Reporting Scope

In 2021, the COVID-19 pandemic continued to evolve with a significant increase in infection rate and the rise of the Delta variant. While countries moved towards vaccinating the population, the safe management measures such as dining capacity limits and return to office restrictions continued to remain in place. In Singapore, the restrictions capped the shopper traffic at malls as well as workers' return to office as working from home was the default in the last two quarters of 2021. This impacted the footfall and physical occupancy, resulting in lower consumption of energy and water in 2021. A similar trend was observed in Frankfurt, Germany.

CICT reports the consumption trend for the last three years: 2019[1], 2020[2] and 2021[3]. Due to the effects of the pandemic, the 2020 and 2021 data are anomalies.

For reporting year 2021, CICT's Singapore operating properties comprise 22 properties across retail, office and integrated developments. Of which, some of the assets have changes in status:

- One George Street was divested on 9 December 2021 (but recorded full year data);
- Part of Six Battery Road was in the midst of its asset enhancement initiative for 2021;
- 21 Collyer Quay obtained Temporary Occupation Permit (TOP) for its enhancement works on 1 October 2021; and
- CapitaSpring, which was under development obtained TOP on 15 November 2021.

By definition, Scope 1 emissions refer to direct emissions from activities controlled by CICT, Scope 2 emissions are indirect emissions associated with its consumption of purchased energy while Scope 3 emissions are indirect emissions from activities not controlled by CICT. Our footprint is calculated in accordance with the Greenhouse Gas (GHG) Protocol[4].

CICT's Scope 1 data is derived from usage of diesel on an adhoc basis and excluded from carbon emissions intensity. Scope 2 data covered the purchased energy consumption relating to the operations. Scope 3 data included all purchased energy and diesel consumption for assets under development/upgrading, namely 21 Collyer Quay (1 January 2021 to 30 September 2021) and CapitaSpring for 2021.

The two German assets, Gallileo and Main Airport Center are third-party managed, and reported consumption data for energy, district heating, water and waste data for 2021 where available. Data which was not available as at the time of reporting were excluded.

All intensity data[5] for landlord-controlled areas excluded assets under stabilisation or assets that do not have the full year consumption data for the reporting year.

1 Operating properties for **2019** include Retail: Bedok Mall, Bugis Junction, Bugis+, Bukit Panjang Plaza, Clarke Quay, Funan (reopened in June 2019), IMM Building, JCube, Junction 8, Lot 1 Shoppers' Mall, Plaza Singapura, Raffles City Singapore, Tampines Mall, The Atrium@Orchard and Westgate; and Office: Asia Square Tower 2, Capital Tower, CapitaGreen, Six Battery Road, One George Street, Raffles City Tower (office) and Bugis Village. CapitaSpring was reported as an asset under development.

2 Operating properties for **2020** include Retail: Bedok Mall, Bugis Junction, Bugis+, Bukit Panjang Plaza, Clarke Quay, Funan, IMM Building, JCube, Junction 8, Lot 1 Shoppers' Mall, Plaza Singapura, Raffles City Singapore, Tampines Mall, The Atrium@Orchard and Westgate; and Office: Asia Square Tower 2, Capital Tower, CapitaGreen, Six Battery Road, One George Street, Raffles City Tower (office), Bugis Village (January to March 2020) and 21 Collyer Quay (May to December 2020). CapitaSpring was reported as an asset under development. Consumption for German operating properties was reported separately.

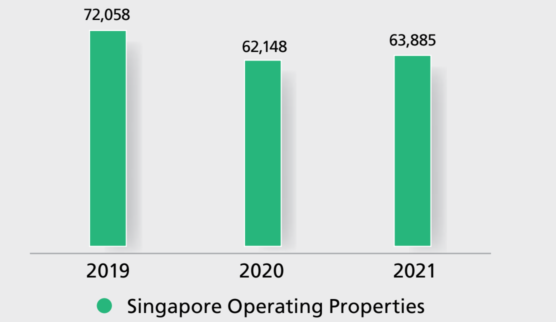
3 Operating properties for **2021** include Retail: Bedok Mall, Bugis Junction, Bugis+, Bukit Panjang Plaza, Clarke Quay, Funan, IMM Building, JCube, Junction 8, Lot 1 Shoppers' Mall, Plaza Singapura, Raffles City Singapore, Tampines Mall, The Atrium@Orchard and Westgate; and Office: Asia Square Tower 2, Capital Tower, CapitaGreen, Six Battery Road, Raffles City Tower (office), One George Street, 21 Collyer Quay (1 October - 31 December 2021) and CapitaSpring (December 2021). Consumption for German operating properties was reported separately.

4 This is developed by the World Resources Institute (WRI) and World Business Council for Sustainable Development (WBCSD), which sets the global standard on how to measure, manage and report greenhouse gas emissions.

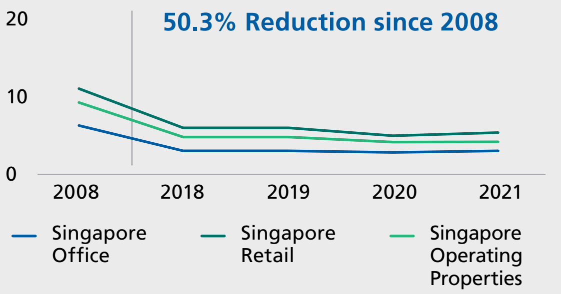
5 **2019** intensities included all Singapore operating properties except Funan which started operations in June 2019 and Asia Square Tower 2's district cooling consumption.
2020 intensities included all Singapore operating properties except Funan which was on its first year of stabilisation, Bugis Village, 21 Collyer Quay. CapitaSpring, an asset under development, has been excluded in the calculation of all intensities. District district cooling energy consumption are newly included in the computation of carbon intensity and energy intensity figures from 2020 onwards. 2020 intensity data was restated to include Asia Square Tower 2's district cooling consumption.
2021 intensities included all Singapore operating properties except CapitaSpring and 21 Collyer Quay as they were under construction/upgrading.

Carbon Emissions

CARBON EMISSIONS
(tonnes CO_2e)



CARBON EMISSIONS INTENSITY
($kgCO_2e$/sqm/month)



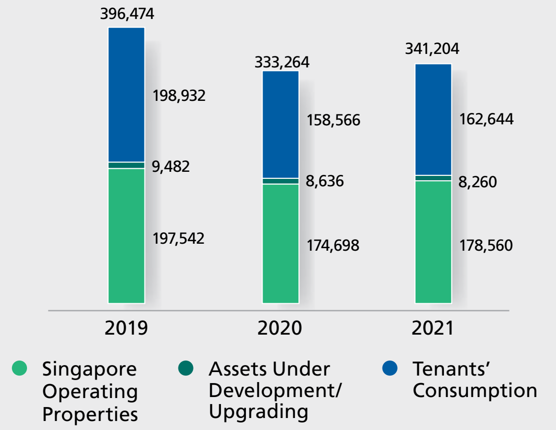
CICT seeks to address the challenges of climate change by reducing our energy usage and carbon footprint across our business operations. Our focus is on minimising greenhouse gas emissions from our properties.

Scope 2 emissions[1] in 2021 made up 63,885 tonnes. This is a 2.8% increase from 2020 for Singapore operating properties. For 2021, carbon emissions intensity for the Singapore operating properties was 4.52 $kgCO_2e/m^2$, representing a 50.3% reduction compared to base year 2008. This was a slight increase from 2020's restated carbon intensity of 4.40 $kgCO_2e/m^2$ or a 51.5% reduction compared to base year 2008.

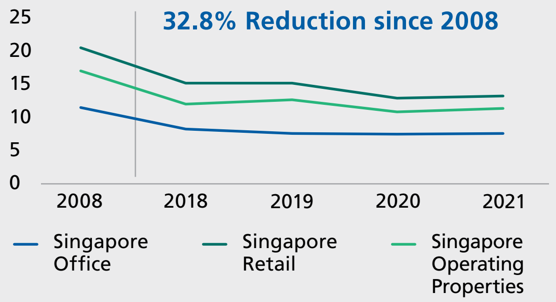
Scope 1 emissions from adhoc diesel consumption was 321 tonnes for Singapore operating properties. Scope 3 emissions from asssets under development or upgrading was 3,214 tonnes, contributing about 4.8% of total overall carbon emissions. There was no business travel via air by CICT employees in FY 2021 due to the pandemic.

Energy

ENERGY CONSUMPTION
('000 kWh)



ENERGY INTENSITY
(kWh/sqm/month)



In 2021, CICT reported 178,560,000 kWh of energy consumption for the landlord-controlled areas in the Singapore operating properties and 8,260,000 kWh for CapitaSpring and 21 Collyer Quay, which were assets under development/upgrading that used a mix of purchased energy and diesel for its energy requirements. The overall energy usage for landlord's consumption was 2.2% higher year-on-year largely attributable to a low base due to the circuit breaker in 2020 and slightly improved business activities despite the on-off restriction measures experienced in 2021.

With the inclusion of district cooling energy in the energy intensity computation, CICT's 2021 energy intensity was a 32.8% reduction compared to base year 2008 versus the 2020 restated 33.9% reduction compared to base year 2008 for Singapore operating properties.

1 This is computed mostly from purchased electricity consumption under scope 2 as defined by the Greenhouse Gas (GHG) Protocol (operational control approach) and using individual country CO_2 emission factors retrieved from the International Energy Agency (IEA) Statistics – CO_2 emission factors from fuel combustion 2020 edition.

Tenants' consumption was 162,644,000 kWh. This excluded tenants' consumption at Plaza Singapura as tenants were billed directly, 21 Collyer Quay, which was undergoing upgrading works, as well as CapitaSpring as the building obtained temporary occupation permit in November 2021.

CICT also recorded direct fuel consumption of around 824,000 kWh resulting from usage of diesel for generator operations.

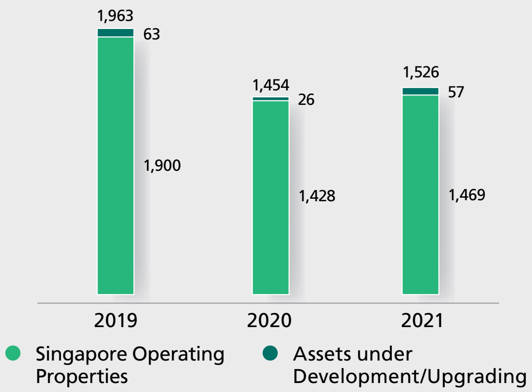
We recognise that as buildings become more energy efficient, the reduction in energy intensity inevitably becomes less significant. Collaboration with tenants becomes all the more important. A green clause is implemented for leases in majority of the Singapore portfolio where tenants are to support green initiatives implemented. In addition, a green fit-out guide, along with other materials are included in the handover kit which are given to new tenants. This is to encourage tenants to adopt green fit out and promote green practices and behaviour.

For the German assets, Gallileo and Main Airport Center reported a total energy consumption of about 16,124,000 kWh including district heating for the whole building. Gallileo did not record any energy consumption as it was leased to a single tenant who used renewable energy.

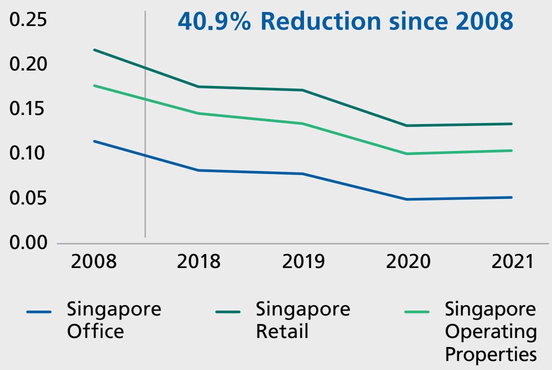
Renewable Energy
CICT has more than 1,700 m^2 of solar panels at Bedok Mall, Bugis Junction, JCube, and Asia Square Tower 2. These solar panels have helped our properties to tap around 119,000 kWh of renewable energy source.

Water

WATER CONSUMPTION
('000m^3)



WATER INTENSITY
(m^3/sqm/month)



The main water source for CICT's portfolio is from Public Utilities Board (PUB), Singapore's national water agency.

In 2021, CICT's total water consumption (including recycled water) amounted to around 1,526,000 m^3 from the Singapore operating properties including assets under development/upgrading, CapitaSpring and 21 Collyer Quay. Excluding projects under works, the 2.9% increase year-on-year was largely attributable to a slight increase in business activities compared to 2020.

As a result, CICT's 2021 water intensity for operating properties inched up to 0.104 m^3/sqm/month, representing a 3.6% year-on-year increase and a 40.9% reduction compared to the base year 2008.

To reduce water consumption, we also utilised recycled water such as harvested rainwater and NEWater for plant irrigation, hi-jetting of car park decks, the cooling towers and sprinkler systems across our Singapore operating properties. Twelve of CICT's operating properties used about 590,000 m^3 of recycled water or 40.2% of the total water consumption in 2021.

We adopt stringent monitoring of the consumption and water intensity to ensure that fluctuations are duly accounted for and issues are promptly addressed.

For our German assets, Gallileo reported about 19,000 m^3 of water consumption in 2021. Water consumption data for Main Airport Center was not available at time of reporting.

Waste Management

CICT is committed to the proper disposal of waste generated at our properties. We consolidated waste data for 22 Singapore operating properties in 2021. The collection and disposal of waste at these properties are being carried out by licensed contractors for recyclable waste.

About 20,688 tonnes of non-recyclable waste and 2,557 tonnes of recyclable waste were collected in 2021. Recyclable waste is 11.0% of total waste collected, and comprised approximately 1,897 tonnes of paper, 25 tonnes of plastic, 29 tonnes of metal, 10 tonnes of glass and 595 tonnes of other materials.

At CICT, we encourage and support our stakeholders' waste recycling efforts, by placing recycling bins in our operational properties.

In 2021, National Environment Agency (NEA) appointed ALBA Group as the designated electronic waste (e-waste) disposal vendor for all retail properties and no data was shared. The office properties continued the partnership with Cimelia Resource Recovery for e-waste collection and a total of 8.1 tonnes was collected in 2021 from our Singapore operating properties.

For 2021, Gallileo and Main Airport Center recorded around 207 tonnes of waste collected. Details of the breakdown was not available at time of reporting.

Conservation Measures

CICT continues to implement various energy and water conservation measures which focus on regular maintenance and innovation to achieve operational savings as well as improving waste management. The measures are listed in the tables below.

ENERGY

Focus	Measures
Central Air Conditioning System	• Installed with Measurement & Verification (M&V) System to monitor system performance daily • Perform preventive and periodic servicing and maintenance • Auto tube-cleaning system • Conduct energy audit periodically
Lighting	• Replacing existing non-LED type with LED type • Lighting power budget of not more than 22 Watts per m^2 for tenanted areas
Control, Metering and Monitoring	• Building Management System • Sub-metering
Renewable Energy	• Photovoltaic (PV) system • Plans in place to implement PV system at IMM Building in 2022
Equipment	• Replace equipment with higher efficiencies

WATER

Focus	Measures
Control, Metering and Monitoring	• Install digital water meters for leakage detection and automatic meter readings in malls • To monitor water usage system • Conduct technical assessment periodically
Equipment	• Replace equipment with higher efficiencies
Rainwater Harvesting	• Reuse of storm water in some properties

WASTE MANAGEMENT

Focus	Measures
Recycling	• Collection stations at properties for paper, plastic bottles and electronic waste • Partnership with NEA to install reverse vending machine programme for the collection of drink containers at 12 malls • Pilot the CleanRobotics for trash sorting bins initiative at Raffles City Singapore in 2022 • Pilot the introduction of food waste digester initiative at Tampines Mall and Funan in 2022

TAMPINES MALL SUBSCRIBES TO INNOVATIVE COOLING SOLUTION THAT ENHANCES EFFICIENCY

In August 2021, CICT signed a Letter of Intent with the Singapore Power Group (SP Group) to subscribe for the proposed distributed district cooling (DDC) network in Tampines Central that could achieve energy savings and reduce carbon emissions through economies of scale. The proposed DDC network, a project by Temasek and SP Group, will be the first to be applied for brownfield developments and will be a gamechanger for more eco-friendly towns, in support of Singapore Green Plan 2030.

Tampines Mall will be one of 14 buildings to tap into an interconnected, centralised cooling system aimed at lowering energy consumption and carbon emissions. The DDC network will consolidate the cooling loads of the 14 buildings where it will distribute chilled water through centralised infrastructure such as retrofitted underground insulated pipes. Cooling efficiency is improved given that district cooling uses less energy compared to standalone cooling systems. This will bring about significant savings on maintenance costs for our property by tapping on the DDC network.

A feasibility study conducted at Tampines Central demonstrates:

Electricity Consumption	Carbon emissions
17% Savings	18% Reduction

Annual Savings

~S$4.3 million

from energy, reduced equipment replacement and maintenance costs, and potential earnings from freed-up chiller plant space which can be converted for retail or office use

"As part of the CapitaLand Group, one of the most sustainable corporations in the world, CICT is firmly committed to embedding sustainability in our business strategy and the daily operations of our portfolio, which is 100% green-rated. To continue advancing in our sustainability journey under CapitaLand's 2030 Sustainability Master Plan, we believe in supporting innovation and collaborating with like-minded partners. We are therefore pleased to take part in the distributed district cooling (DDC) network feasibility study in Tampines Central, where Tampines Mall is located. To date, the results of the study have been encouraging, and we expect to see some reduction in the energy consumption for Tampines Mall going forward. We welcome and look forward to more of such collaborative efforts that benefit the communities served by CICT's properties and support Singapore's overall climate resilience."

Tony Tan
Chief Executive Officer,
CapitaLand Integrated Commercial Trust (CICT) Management Limited

PILOTING INITIATIVES FROM THE INAUGURAL CAPITALAND SUSTAINABILITY X CHALLENGE (CSXC)

The inaugural CapitaLand Sustainability X Challenge (CSXC) was launched in 2020 to globally source for promising solutions or technologies to accelerate CapitaLand's progress to meet the CapitaLand 2030 Sustainability Master Plan targets.

The inaugural CSXC received over 270 entries from over 30 countries. The two winners plus eight other promising innovations from the inaugural CSXC were given an opportunity to pilot at selected CapitaLand properties around the world and CICT's properties have been selected for some of the pilots.

- **Climatec Corp's ClimaControl Quantum Resonance Water (QRW)** is a novel and unique solution that treats water used in cooling towers without the use of chemicals or power. ClimaControl QRW is able to reduce blowdown water from 60% to over 90% and reduce associated downstream chiller system energy consumption from 1% to over 5%. The water can be recycled for other uses in the building such as plant irrigation or toilet flushing. The trial has kickstarted at CapitaGreen and will be ongoing until 2023.
- **LumenAire™ UV Air Disinfection** is an indoor air disinfection solution to improve indoor air quality. It effectively cleans, disinfects and eliminates airborne pathogens such as bacteria or virus in the air by using proven ozone-free germicidal short-wave ultraviolet light technology. The trial began at Raffles City Singapore in December 2021.
- **CleanRobotics' TrashBot™** is a smart waste bin which uses artificial intelligence, cloud connected robotic system and multiple sensors to sort waste between recyclables and landfill waste. It captures high quality waste data and lets staff know when it is filling up thereby facilitating better recycling efforts. It also has a digital monitor for corporate communications, education and advertising. The trial in Raffles City Singapore will begin in 2022.

OCCUPATIONAL HEALTH AND SAFETY

Our stakeholders' occupational health and safety (OHS) are of utmost importance. An effective OHS management system is part of risk management and enhances productivity, morale and well-being. CICT aims to provide a safe and secure environment at the properties to optimise both retail and office experiences.

CICT adopts CapitaLand's Occupational Health and Safety Management System (OHSMS), which has been externally audited by a third-party accredited certification body to International Organization for Standardization (ISO) 45001 standards, a recognised international standard for OHS Management Systems. The framework involves identifying and reviewing OHS hazards, assessing their risks, establishing policies, ensuring accountability, developing action plans and engaging stakeholders.

We are committed to ensuring a high OHS performance. Guided by an existing robust OHS Management System, we strive to reduce occupational injury rates with the aim to achieve zero harm.

Policy & Objectives

- Reduce occupational injury rates with the aim to achieve zero harm
- Provide a robust OHS Management System
- Meet or exceed OHS legal requirements
- Promote a culture of individual ownership and responsibility for OHS management
- Seek proactive support and participation from stakeholders, including top management, employees, contractors, suppliers and tenants
- Drive continuous improvement in OHS performance

Accountability

- BU CEOs are accountable for their OHS performance
- The ISO 45001 OHS Management System secures the accountability of relevant managers and staff KPIs linked to remuneration of all employees:
  – OHS performance of employees
  – Stakeholder engagement

Approach & Implementation

Environmental Management System (EMS)
- Legal compliance
- Identify hazards & risk assessment through regular Hazards, Identification and Risk Assessments (HIRA)
- Sustainable Building Guidelines – Design for Safety (DfS) to manage health and safety risks throughout the buildings' life cycles
- Safe operations – OHS Standard Operating Procedures (SOPs) to minimise the incidence of hazards such as poor ergonomics or falling from height
- Training and awareness to facilitate effective implementation and partnerships with stakeholders to create a safe work environment
- Appoint OHSAS 18001/ ISO 45001 certified main contractors or carry out OHS legal compliance audit on-site
- Give preference to OHSAS 18001/ ISO 45001 certified supply chain (vendors/ suppliers); in Singapore, non-OHSAS 18001/ ISO 45001 certified supply chain (vendors/ suppliers) are encouraged to achieve bizSAFE Level 3 and above.

Key Performance Indicators:
- OHS performance of staff
- Stakeholder engagement

Stakeholders	Approach	How We have Performed in 2021
Employees	• OHS key performance indicators are linked to the remuneration of all employees and top management • All employees take ownership of OHS issues and are proactive in reporting all OHS-related incidences alongside non-compliance and non-conformities • SOPs to respond to epidemic/pandemic outbreaks, including a 24- hour emergency response team • HR department regularly updates employees about medical advice and travel alerts where necessary	Absentee rate[1]: 2.2% (2020: 2.3%)
		Work-related injury: 2 cases[2] (2020: 8 cases)
		Work-related fatality: 1 case (2020: 0 case)
		ESG-related training[3]: 98.6% (2020: 27.2%)
		EHS-related training: 21.5% (2020: 18.5%)
		Total EHS-related training hours: 1,640 hours
Suppliers – vendors and service providers	• To comply with local government and other legal requirements • Risk assessments are submitted if activities contain OHS hazards that may affect employees, tenants or visitors to the buildings • CapitaLand EHS Policy and House Rules on safety requirements are shared with the supply chain vendors • CapitaLand Supply Chain Code of Conduct initiative sets out the requirements for its supply chain vendors in legal compliance, anti-corruption, human rights, health and safety, and environmental management	Preference for vendors with OHSAS 18001/ ISO 45001-certified or at least bizSAFE Level 3 certification
		Mandatory ISO 14001-certified for all cleaning contractors. Additional OHSAS 18001/ISO 45001 certification is encouraged.
		Term contractors used green-labelled cleaning and servicing products
		About 98% of term contractors was minimally bizSAFE Level 3
		All suppliers with new and renewal contracts in 2021 signed CapitaLand's Supply Chain Code of Conduct
		Non-compliance of local environment/OHS laws and regulations: 3 cases[4]
Customers– shoppers, tenants and visitors	• Emergency response procedures are in place to manage OHS risks • Periodic briefings such as safety talks and biannual emergency evacuation drills are conducted to familiarise tenants with the emergency response plan • Timely circulars and advisories on safe management measures serve as an effective communication tool to disseminate vital information • Tenant satisfaction surveys are conducted annually for our malls to gain timely insights on areas for further improvements. Similarly, we gather office tenants' feedback through both annual and biennial surveys and other engagements with them	Biannual evacuation drills were exempted and only virtual briefings and table-top exercises were held for fire wardens in 2021 due to the pandemic
		Deployment of thermal cameras for temperature screening at our properties until its exemption from 19 August 2021
		Using technologies such as anti-microbial coating, UV disinfection robots at Tampines Mall and Funan, automatic escalator handrail disinfection at The Atrium@Orchard, and air disinfection system with PhotoPlasma
		Tenant survey conducted for feedback on facilities management
		Introduced the LumenAire™ UV Air Disinfection Solution to clean, disinfect and eliminate airborne pathogens in the air at Raffles City Singapore

1 Absentee rate is based on medical/hospitalisation leave taken by employees, regardless of whether it was a work-related illness or not, over total number of scheduled work days.
2 Based on work-related incidents that resulted in more than three days of medical leave or more than 24 hours of hospitalisation. Remedial actions were taken to ensure precautionary measures are in place to prevent future incidents. All affected employees have recovered and returned to work.
3 Included anti-money laundering courses.
4 These incidents occurred in late 2020 and were related to water test exceeding limit and and fire safety. Corrective actions were promptly carried out and the relevant fines were paid in 2021.

Creating sustainable value for stakeholders and forging relationships with them are the bedrock of our Trust. Stakeholders are most directly impacted by our operations, and vice versa. Our stakeholders comprise shoppers, tenants, communities, investors, employees, and suppliers. We endeavour to strengthen relationships by actively engaging with the various stakeholder groups and being attuned to issues that matter to them. We aim to work with relevant stakeholder groups to address issues and/or derive mutually beneficial solutions. Despite challenges arising from the pandemic, we pushed forth with our objectives by regularly engaging with stakeholders, more often via virtual channels, in line with the government's safe management measures.

Our Resources	Our Value Drivers	2021 Value Created
Stakeholders & Communities	• Regular stakeholder engagements • Positive customer experience	• Regular community engagement activities and mall promotions • More than 1,660 volunteer hours clocked in 2021 by employees • Partnership/collaboration with tenants, suppliers and social enterprises for various activities/product offerings • Reverse vending machines at our malls collected more than 830,039 drink containers for recycling as at end-2021 • Ensuring health and safety of stakeholders in our properties

ENGAGING OUR COMMUNITY AND VOLUNTEERING

CICT's community and stakeholder activities, including our philanthropic efforts and environment, health and safety programmes, align with CapitaLand's guidelines. We collaborate with CapitaLand Hope Foundation (CHF), the philanthropic arm of CapitaLand, to support the social growth and development of vulnerable children in education, healthcare and proper shelter. CHF also strives to improve the quality of life for the vulnerable elderly through healthcare, deeper social integration and better living conditions.

We communicate our community and sustainability initiatives to stakeholders and invite them to participate in various activities. Our tenants and employees may also serve as volunteers in such activities, while their contributions-in-kind are given directly to the specific beneficiaries involved.

To encourage volunteerism, CapitaLand employees are also granted Volunteer Service Leave (VSL) of up to three days. In recognition of our employees' social contribution, CHF donates S$500 to an approved Institution of a Public Character in Singapore or an international non-profit organisation for each employee who fully utilised three days of VSL within the year.

In 2021, 25.1% of employees have volunteered generously towards community and social causes, putting in a total of more than 1,660 volunteer hours. The commitment level varies with the number of activities held each year, the length of time involved for each event, and when.

STAKEHOLDER GROUPS

Shoppers

To understand our shoppers' needs, enhance their experiences and improve the appeal of our malls

Engagement Channels

- Marketing and promotional events
- Loyalty programmes
- Online and mobile platforms
- Social media
- Shopper interviews

Focus Areas

- Quality and well-managed shopping malls
- Environmental, health and safety measures in properties
- Omnichannel shopping
- Experiential shopping
- New retail concepts
- Family-friendly facilities
- Easy access to public transport
- Positive customer experience
- Vibrant communities

Response

- Maintain efficient properties with green rating
- Keep properties relevant through proactive portfolio reconstitution and create an attractive tenant mix
- Leverage technology and digital platforms such as CapitaStar's ecosystem to build loyalty
- Co-creation of concepts and shopper experience with tenants to differentiate offerings

Tenants

To become a landlord of choice through understanding our tenants' needs and concerns

Engagement Channels

- Engagement programmes/ activities
- Post-event feedback
- Meetings with key existing and new tenants and other informal tenant gatherings
- Tenant shop openings
- Joint promotions and strategic partnerships
- Value-added initiatives by centralising resources and leveraging technology
- Tenant satisfaction survey
- Office Tenant Relations Specialists (TRS) as regular contact points for tenants
- Fortnightly tenant newsletter – your Workplace Community
- Social media platforms

Focus Areas

- Quality and well-managed shopping malls and office buildings
- Environmental, health and safety measures in properties
- Knowledge-sharing and market trends
- Operational efficiency
- Positive customer experience
- Vibrant communities

Response

- Maintain efficient properties with green rating
- Keep properties relevant through an active portfolio reconstitution strategy
- Leverage technology to enhance product and service offerings and build tenant loyalty
- Engage tenant regularly to build relationships and ensure prompt responses to tenants' needs
- Leverage mobile application CapitaStar@Work and link up with CapitaStar to extract synergies and cross-selling opportunities

Communities

To be a responsible corporate citizen and contribute to the communities in which we operate

Engagement Channels

- Collaborate with CHF to contribute to non-profit organisations
- Management of ESG issues
- Corporate social responsibility programmes
- Our Head, Workspace Operations, is a member of various taskforce teams and committees in the BCA and Ministry of Manpower while our Head, Retail Operations, Singapore, is a committee member of the Tripartite Clusters for Cleaners in Ministry of Manpower and a committee member of Workspace, Safety and Health Council (Facilities Management)
- Partnerships with government, national agencies and non-governmental organisations

Focus Areas

- Volunteerism and philanthropy
- Environment
- Sustainable buildings
- Community programmes to generate wider awareness of sustainability, health and wellness
- Environmental, health and safety measures in properties

Response

- Pursue green rating for all properties in our portfolio
- Grant three days of volunteer leave per employee
- Participate in community programmes with social/charity objectives
- Partner with government/ national agencies and tenants to promote sustainability and healthy living

Investors

To provide timely and consistent communication to investors and be a choice investment

Engagement Channels

- CICT website (www.cict.com.sg)
- Annual general meetings
- SGXNet announcements
- Annual reports
- Biannual media and analysts results briefings
- Roadshows, conferences, meetings, teleconferences
- Tours of CICT's properties

Focus Areas

- Long-term sustainable distribution and total returns
- Business performance, expectations and strategies
- ESG risks and opportunities

Response

- Drive active portfolio reconstitution
- Manage portfolio and asset proactively
- Manage capital prudently
- Exhibit strong corporate governance
- Create value via disciplined approach to acquisitions and divestments
- Seek investor feedback during or after meetings and teleconferences
- Committed to annual sustainability reporting
- Participate in GRESB's annual ESG survey
- Build win-win partnerships

Employees

To develop a high-performance work culture that embraces diversity and teamwork

Engagement Channels

- Informal and formal staff communications
- Employee engagement programmes - volunteer and recreation club activities
- Employee engagement surveys
- Performance appraisals
- Teambuilding workshops/ training courses

Focus Areas

- Business strategy and development communication
- Reward and recognition
- Training and development
- Work-life balance, employee welfare, health and well-being

Response

- Communicate financial performance, target performance indicators, business strategy and employee engagement plan at communication sessions
- Assess performance annually to review performance and identify training and development goals
- Monitor occupational health and safety issues
- Identify action plans to improve employee welfare and well-being
- Launch online training on Fraud, Bribery & Corruption awareness completed by almost 100% of employees in 2021

Suppliers

To be a fair and reasonable buyer of goods and services and share industry best practices

Engagement Channels

- Term contractor/vendor evaluation system
- Collaborate with suppliers to manage EHS challenges
- Sharing of the following information with supply chain:
  - CapitaLand's EHS Policy
  - SOPs, contractor management guidelines and house rules for compliance

Focus Areas

- Fair and reasonable treatment
- Alignment with EHS objectives and OHS practices

Response

- Recognise supply chain for exceeding standards in design and quality via feedback system
- Collaborate to manage EHS challenges such as an epidemic outbreak
- Monitor and report EHS performance quarterly
- Evaluate term contractors/ vendors half-yearly via events, meetings and training sessions
- Share CapitaLand's Supply Chain Code of Conduct with suppliers which sets out the requirements in the areas of legal compliance, anti-corruption, human rights, health and safety, as well as environmental management
  - All suppliers with new or renewal contracts in 2021 signed CapitaLand's Supply Chain Code of Conduct
- Build win-win partnerships

STAKEHOLDER ENGAGEMENT PROGRAMMES

CICT actively engages with the stakeholders and communities across the retail and office properties through programmes and activities. These activities range from knowledge sharing sessions on health and well-being to events for charitable causes. Adhering to the safe management measures, we held a wide variety of events for our retail and office communities in the most responsible and safe manner.

Initiatives	Stakeholders					Objective Met				
	Shoppers	Tenants	Employees	Suppliers	Community	Raising Awareness & Sharing Knowledge	Environment Health and Safety	Health & Wellness	Volunteerism and Charity	Enhancing Customer Experience
Retail Events										
Portfolio-wide 1) Spend and Win Big 2) CNY Festive Carnival with Lego 3) Spring to Joy AR Virtual Lion Dance 4) Fashion Friday 5) Super Shop-Tacular Checkouts 6) A Jolly Molly Christmas with CapitaLand x POP Mart	●	●			●					●
Mall-centric Promotions 37 events	●	●								●
CapitaStar Shoppertainment (virtual)	●	●				●				●
Office Events										
Tenants' Treats		●		●				●		●
National Day 'Guess the Song' Contest		●				●				●
Tabao Thursday Webinar Series		●				●		●	●	●
Brown Bag Webinars		●	●		●	●		●		●
Community Events										
Let's Get Down To Earth		●	●		●	●	●			●
#GivingAsOne		●	●		●	●		●	●	●
#FriendsofPS	●				●	●		●		●
KitchenAid Workshop with Chef Shen Tan	●				●	●				●
Hands on Klay Workshop	●				●	●				●
Sustainability Interpreted	●				●	●	●			●
National Library Board - LAB25 Experiential Activations X CapitaLand	●				●	●				●
ThisConnect: What Am I, If I Am Not Exhibition	●				●	●				●
J.Walkers + Virtual Walk 2021	●				●	●		●		●
Health Promotion Board – Healthy Workplace Ecosystem		●	●		●	●		●		●

Note:
Marketing activities relating to shopping malls and office spaces, such as advertisements and promotions (A&P), are generally guided by external A&P consultants, and are in compliance with local marketing requirements as stipulated by CapitaLand.

LEVERAGING CAPITALAND'S CAPITASTAR ECOSYSTEM

CapitaStar Members
1.2
MILLION

Monthly Traffic
Approximately
4.2
MILLION

ECAPITAMALL AND CAPITA3EATS 2021 PERFORMANCE

Onboarded
More than
600
BRANDS

Uplift in Y-O-Y Gross Merchandise Value (GMV)
178%

The CapitaStar platform is the main digital enabler of CapitaLand's holistic retail ecosystem – offering a one-stop solution for our retailers to unlock new business potential and synergies through our suite of B2B, B2C and B2B2C solutions. CapitaStar exists today as a dynamic omnichannel shopping and lifestyle rewards platform, where shoppers earn cashback in the form of STAR$® when they dine and shop across CapitaLand retail and workspace properties and online at eCapitaMall and Capita3Eats.

Strong Growth For CapitaStar

CapitaStar registered strong growth in 2021 in terms of loyalty membership and gross turnover (GTO). CapitaStar saw a 12% increase year-on-year to a significant base of more than 1.2 million members; as well as a 29% uplift in GTO captured via the CapitaStar app. The growth in membership is largely attributed to key campaigns such as the launch of the CapitaStar Referral Program in July 2021 and CapitaStar's 10th Anniversary Campaign in October 2021, tapping on current CapitaStar members as organic leads to drive further membership growth.

Forging Diverse Key Partnerships for Sustainable Growth

To further our proposition as a leading lifestyle rewards platform, CapitaStar formed key ecosystem partnerships with industry leaders. Our strategic partnership with DBS allows for CapitaStar members to earn instant cashback (via STAR$®) without having to snap receipts across CapitaLand malls when they link their CapitaStar and DBS PayLah! accounts. This partnership has seen tremendous traction with transactions made with DBS/POSB payment modes increased by twofold in 2021 versus 2020.

Additionally, CapitaStar has also partnered both UOB and KrisFlyer on flexible points conversion programs where members can convert their UNI$ and KrisFlyer Miles to STAR$® respectively, effectively allowing members to use partner points to funnel spend back to our platforms and properties. Riding on the Buy Now Pay Later (BNPL) trend, CapitaStar has partnered with industry leader, Atome for cross-member acquisition opportunities as well as the integration of Atome as a payment method on eCapitaMall to drive further sales conversions. Other complementary key partners include Grab, SP Group, PAssion, Syfe, BlueSG and more.

Wider Acceptance and Robust Sales for CapitaVoucher

A key feature on CapitaStar is allowing hassle-free digital payments using eCapitaVoucher, where members can purchase, gift and use eCapitaVouchers seamlessly at over 2,800 retailers.

In 2021, CapitaVoucher and eCapitaVoucher sales hit a record high of more than $102 million, surpassing pre-COVID sales by 7% and achieving a 15% growth Y-O-Y.

eCapitaVoucher is an increasingly popular gifting and digital payment option, making it an important growth lever for CapitaStar. In 2021, the sales and usage of eCapitaVoucher(s) rose by 128% and 163% respectively, in comparison to 2020. The encouraging results showcased a wider market acceptance of eCapitaVoucher as an omnichannel digital wallet payment mode across our properties and digital platforms, further reinforcing our value proposition to retailers with contactless payment means.

Powering Omnichannel Retail to Support Tenants through Challenging Times

eCapitaMall and Capita3Eats have seen a 178% uplift in GMV compared to 2020. Major campaigns such as "CapitaStar LIVE 24/7" drove more than four times sales growth Y-O-Y on the twin platforms while the acceptance of eCapitaVoucher on both platforms has also contributed positively towards the sales of our onboarded retailers. Leveraging omnichannel strategies, we are committed to support tenants in their drive for sales during challenging times.

CapitaStar 10th Anniversary

2021 also marked CapitaStar's major milestone in powering 10 years of loyalty and rewards. An island-wide campaign was launched with a suite of exciting rewards from October to December 2021 to drive sales conversions across our digital platforms and shopper traffic to our properties. This included the launch of the Jolly Molly Rewards with CapitaStar in November 2021 – a new gamification module on the CapitaStar App, with the aim of driving shopper engagement. The gamification module was a success, with our monthly mobile active rate almost hitting 60% and participating members contributing to a 11% uplift in GTO captured within the same period compared to 2020.

CapitaStar Live 24/7

CapitaStar Live 24/7, CapitaStar's branded shoppertainment live show, is an interactive offline to online shopping event that was formulated to push the boundaries of retail with innovative offerings and to extend the omnichannel social commerce experience of shopping in CapitaLand malls through CapitaStar, eCapitaMall and Capita3Eats.

The 2021 CapitaStar LIVE 24/7 edition incorporated the #HelloIAm contest finale where aspiring content creators were mentored by industry-leading social media influencers, Christabel Chua, Aiken Chia and Tyen Rasif, competing for a chance to be CapitaStar's next social media ambassador. The shoppertainment show recorded positive results with more than 790,000 views and 350,000 engagements across our social channels which led to a strong 350% uplift in Y-o-Y sales conversion across our platforms.

CapitaStar's branded shoppertainment live show, *CapitaStar Live 24/7*

Capita3Eats Retailer

"Partnering with Capita3Eats has helped us to reach out to a wider customer segment, which could have been previously untapped. With contactless delivery, residents may also enjoy the safety and convenience of having our food in the comforts of their homes. We look forward to working closely with CapitaLand."

Fiona Chin
Assistant Manager, Marketing & Communications, Dian Xiao Er

eCapitaMall Retailer

"In an untimely period of the pandemic and revamping our webstore, eCapitamall provided The Brick Shop (TBS) an opportune avenue to grow our online presence when online sales was and is especially vital. In addition, round-the-clock support from the dedicated Digital Platforms' team has helped TBS to grow our online sales."

Eric Ho
Managing Director, The Brick Shop

CapitaCard

The American Express® CapitaCard, CapitaLand's co-brand credit card with American Express, registered healthy membership growth and monthly transactions. CapitaCard members get to earn up to 13X STAR$® at selected stores, equivalent to a 6.5% rebate in CapitaVoucher, as well as members-only promotions and events, gift redemptions and complimentary parking at CapitaLand malls. These have helped to drive shopper traffic to the malls and encouraged stronger in-store spending.

Elevating Workspace Experience with CapitaStar@Work

CapitaStar@Work, a tenant experience mobile application and platform aims to deliver an elevated and more rewarding user experience to the workspace community across CICT properties with its refreshed branding. CapitaStar@Work's utility and community features combined with the lifestyle content, deals and rewards from CapitaStar offer convenience and connectivity.

Building on the strong momentum from the launch of the CapitaStar@Work, new and improved features continue to be added and refined to enhance user experience and convenience:

- **Fast, Secure and Contactless Access:** CapitaStar@Work platform allows workspace tenants to manage their access to our properties' security turnstiles conveniently. Authenticated users can self-enroll for facial recognition through CapitaStar@Work for fast, secure and contactless access. Users can also generate a dynamic quick response (QR) code for access. Employees can invite visitors by sending a QR code to their guests via email or SMS, granting them direct access at the turnstiles. This feature has been successfully implemented at Capital Tower, Funan and CapitaSpring. Plans to roll out to more properties are in the pipeline.

- **Seamless Integration with Tenants' Systems:** CapitaStar@Work platform allows for ready integration to tenants' access control and visitor management system, providing them a cost efficient and fast speed-to-market solution.

- **Safety Declaration Feature:** The 'Safety Declaration' module allows users to declare their safety status with a click of a button. This GPS-based feature will enable our emergency management team to track real-time user safety declaration. Error-free reports with time stamps of the user's declaration are generated for reviews and annual reporting. This will be progressively rolled out to more properties in 2022.

Retail Events

TENANT ENGAGEMENT

CapitaLand x WeChat Pay Virtual Engagement Event

21 October 2021

CapitaLand has partnered WeChat over the past few years to deliver greater convenience to shoppers and build an improved customer experience through a holistic online-to-offline (O2O) approach. The aim is to bring higher traffic and sales to retailers by tapping on the spending power of WeChat Pay users. This collaboration has enabled CapitaLand to foster stronger connections and strengthened the O2O engagements with a large pool of WeChat users in Singapore and overseas through our official account, mini-program, channels, and spend campaigns. This virtual sharing session brought more value to our retail partners by sharing how brands can grow incremental traffic and sales through WeChat's ecosystem, O2O marketing strategies, retail case studies, and our retail campaigns from December 2021 to March 2022. To date, 419 retailers from the 8 participating malls are part of this campaign.

Retail Events

SHOPPER ENGAGEMENTS

Spend and Win Big
16 Oct 2020 to 31 Dec 2021

The "CapitaLand Malls Spend and Win Big Draw", is a 15-month consumer campaign, that was launched in collaboration with Tan Chong International Limited. It offers attractive prizes valued at more than S$580,000 in total, with six brand new Nissan and Subaru cars and eCapitaVouchers given away across six draws from 16 October 2020 to 31 December 2021. Shoppers receive one lucky draw chance for every S$50 spend at any of the 17 participating malls as well as on CapitaLand's twin digital platforms eCapitaMall and Capita3Eats. This is CapitaLand's largest consumer giveaway in Singapore in terms of prize value and number of participating malls and platforms."

The Spend and Win Big promotion is CapitaLand's largest consumer giveaway in Singapore with prizes valued at more than S$600,000 in total.

"Whether we're dining out as a family, shopping for groceries or even indulging in a little retail therapy, my family and I particularly love visiting Westgate, IMM, ION, Jewel, and Bedok Mall. Not only we're spoilt for choice by the stores selection at these CapitaLand Malls, I can also earn STAR$ as a CapitaStar member!"

Jennifer Lim
Winner of Spend & Win Big Draw 1

"My family and I enjoy shopping at CapitaLand malls, especially Bugis Junction, Funan, Plaza Singapura and Raffles City. There's always something for everyone, and there are so many perks to being a CapitaStar member! I love redeeming eCapitaVouchers and exclusive rewards with the STAR$ earned from my shopping!"

Connie Yeo
Winner of Spend & Win Big Draw 2

"I have always used the CapitaStar app like it is second nature whenever I shop at CapitaLand malls because it is so rewarding! I get rewarded with STAR$ and redeem eCapitVouchers but I would never have expected that I would win a car!"

Chua Lan Ping
Winner of Spend & Win Big Draw 3

"Shopping at CapitaLand malls will always be my number one choice, from the endless amounts of rewards you can get from utilising the CapitaStar app to even winning a car! Thank you CapitaLand"

Diyanawati Binte Abdul Malik
Winner of Spend & Win Big Draw 4

Retail Events

CNY Festive Carnival with Lego
1 January to 26 February 2021

CapitaLand made contactless new year reunions a breeze with e-AngPows. CapitaStar members could purchase and send their loved ones a limited-edition LEGO® e-AngPow via the CapitaStar app with a minimum purchase of S$20 eCapitaVouchers and receive an auspicious gift of 1,888 STAR$®. With a digital spin on Lunar New Year festivities, this e-AngPow gifting is convenient and environmentally friendly.

CNY Festive Carnival with LEGO

What's Good is Green
27 March to 23 May 2021

Shoppers were invited to join Funan's green movement by taking part in the environmentally friendly workshops. From 1 April to 31 December, shoppers received 2,000 STAR$® with a minimum spend of S$80 in a single receipt when they shop with Funan tote bag or tote bag from any Funan's retailers. This promotion was limited to 500 redemptions per month. Shoppers could also redeem an exclusive Funan tote bag for 1,000 STAR$® via their CapitaStar app from 27 March to 31 December.


Left to right: Guided tour of the Urban Farm by Edible Garden City; bespoke sustainability workshop by JD x Edible Garden City

Moo Moo Park Exhibition
29 March to 2 May 2021

Shoppers made the 'ox'picious artworks come alive with augmented reality technology and learnt how to protect our environment at the same time at Funan.

Eight local artists created designs inspired by the Year of the Ox and their desire to save our planet as part of Singapore Chinese Cultural Centre's efforts to highlight how local artists combine cultural traditions and digital technology to address today's important issues. Invited artists include Almostasthma, André Wee, ANTZ, Danielle Tay, Howie Kim, Mithra, Puffingmuffin, and Tobyato.

The exhibition was jointly developed by the Singapore Chinese Cultural Centre and The MeshMinds Foundation with the support of the United Nations Environment Programme.

Visitors could immerse themselves in the artworks in 3D by activating AR technology on their mobiles phones

Retail Events

SHOPPER ENGAGEMENTS (CONT'D)

Temasek Foundation Masks Distribution Exercise

26 August to 26 September 2021

15 CapitaLand malls were part of the Temasek Foundation's mask collection centres to hand out free medical grade surgical masks and N95 masks to Singaporeans. Launched on 26 August 2021, each household could collect 50 medical-grade surgical masks and 25 N95 respirator masks at selected supermarkets and malls. CapitaLand deployed more than 500 CapitaLand volunteers at the malls to assist the public with their mask collection.

More than 500 CapitaLand staff volunteers were at CapitaLand's 15 malls to assist the public with their mask collection

Sustainability Interpreted

26 August to 3 October 2021

In collaboration with Temasek Polytechnic and BERNINA, Funan presented the Sustainability Interpreted showcase. Students from Temasek Polytechnic School of Design's Apparel Design & Merchandising course and Polytechnic Foundation Programme drew inspiration from everyday waste to create fresh and avant-garde designs and artwork.

Rubber bands, plastic bags, food wrappers, old newspapers, fabric off-cuts and other odds and ends combine to create statement pieces in fashion and art. Life, birth, death, love, nature, evolution, dreams, and fantasy themes were woven into thought-provoking works that encourage reflection and discussion. The Apparel Design & Merchandising students created unique designed collections to show the authentic form of upcycling of used materials. The project's focus was on new ways of approaching sustainability, as well as the innovative use of unusual textiles & manipulation techniques that can showcase the capabilities of the BERNINA machines.

The Polytechnic Foundation Programme students reflected their thoughts and perspectives on sustainability and produced diverse art pieces. Each handsewn, some using scrap discarded material, some just elegant line stitches, all convey their musings and messages on life. Their hopes, dreams and fears creatively expressed through sewing, made possible at the TP-Bernina Creative Studio.

Drawing inspiration from everyday waste to create statement pieces in fashion and art at Funan's Sustainability Interpreted event

Retail Events

Tapestries of Grief – Witnessing through Art Therapy by Montfort Care

4 to 25 September 2021

This community art exhibition at Plaza Singapura honoured diverse grief expressions and promoted compassionate grief support in the community. It featured an art installation co-created by bereaved persons and helping professionals who have contributed more than 300 artworks.

Honouring diverse grief expressions and promoting compassionate grief support in the community at Plaza Singapura's Tapestries of Grief

Rejuvenate Your World

25 October to 7 November 2021

Encouraging shoppers to save the earth while shopping via Rejuvenate Your World promotion

As part of Lot One Shoppers' Mall in-mall promotion, shoppers were encouraged to save the earth while shopping by purchasing eco-friendly product, enjoy exclusive F&B discounts (after 9 pm) and other Bring-Your-Own bag or container perks.

J.Walkers+ Virtual Walk 2021

1 to 31 October 2021

To encourage the community to adopt a healthier lifestyle, IMM Building, JCube and Westgate partnered Ng Teng Fong General Hospital (NTFGH) to host the J-Walkers+ Virtual Walk 2021. Participants were encouraged to walk and snap a photo at the various checkpoints (NTFGH, IMM Building, JCube, Westgate or Jem), post and submit their photo to qualify for the challenge.

ThisConnect: What Am I, If I Am Not Exhibition at Funan

1 to 21 November 2021

The *"Masks of Singapore"* community engagement movement encouraged the sharing and building of conversations around the mental health stigma prevalent in our society using arts. Participants were challenged to explore and connect deeply with their inner selves by integrating the heritage craft of mask-making. Over the last few months, ThisConnect.today carried out several mask-making workshops with members of the public to create a total of 500 masks.

Sharing and building of conversations around the mental health stigma at Funan's ThisConnect: What Am I, If I Am Not exhibition

Office Events

Tenants' Treats
January – February and December 2021

The ongoing Tenants' Treat kick-started in January to welcome tenants back to the office and continued in February and December. Treats such as yoghurt from Dairy Farmers and Irvins Salted Egg Potato Chips were distributed across our office properties.

Distributing treats to our tenants at Capital Tower

National Day 'Guess the Song' Contest
August 2021

To celebrate National Day, we organised a social media contest, where participants had to listen to an audio mix of two iconic songs sung during National Day and to name them.

National Day Guess the Song was the top three most popular digital contests with our your Workplace Community followers

Tabao Thursday Webinar Series
January to December 2021

A series of online webinars/workshops were organised for our tenants to share new knowledge and skills in an engaging format.

- **January: Authentic Conversations with Radical Candor – in collaboration with AXA, a tenant at CapitaGreen**
  - A webinar on creating an emotionally safe space for the person you are speaking to with Radical Candor for discovery and mutual understanding, without fear of repercussion.

- **February: 12 Zodiacs Prosperity Talk 2021**
  - A webinar on the family, career, wealth and life forecast, with insights and tips on what and how to prepare for the Lunar New Year.

- **March: Let's talk about the Covid-19 Vaccine – in collaboration with Raffles Medical Group, a tenant at Capital Tower**
  - A webinar to understand more about the COVID-19 vaccine and the different vaccines available, as well as to address concerns.

A webinar in collaboration with Raffles Medical Group, to understand more about the COVID-19 vaccines

- **May: REITs as an income-generating tool – in collaboration with Phillip Capital, a tenant at Raffles City Tower**
  - A webinar with Phillip Securities as they shed light on the investment opportunities REITs present in the current environment, how REITs work as an income-generating tool and the investment strategies to build a passive portfolio.

Office Events

- **June: Parenting for well-being in a digital age**
  - The session provided a platform to share how parents might mediate children's use of digital devices and apps in a positive and meaningful way for each other.

- **July: Why Visual is King Photography Webinar - in collaboration with Canon**
  - A webinar to learn how to create captivating and impactful visuals with tips and tricks from Canon's instructor and professional visual storyteller.

A webinar in collaboration with Canon, to impart visual storytelling skills

- **August: Bringing Hope, Uplifting Lives - in collaboration with TOUCH Community Services**
  - In collaboration with TOUCH Community Services, we organised a webinar to raise awareness on the needs of seniors and how to better support and engage them, in view of the ageing population.

A webinar in collaboration with TOUCH Community Services, to raise awareness of the needs of seniors in our community

- **September: Understanding the leading causes of kidney failure, in collaboration with The National Kidney Foundation (NKF)**
  - A lunchtime talk on the various causes of kidney failure (e.g. diet, lifestyle and diseases) and the available treatment options in Singapore.

A webinar in collaboration with NKF, to learn about kidney health

- **December: Celebrating Christmas: Watercolouring and Script Lettering Made Easy**
  - A lunchtime workshop to learn the techniques of watercolour painting and script lettering. Creating art is a therapeutic process that comes with neurological and psychological benefits. Participants learnt how to make their own Christmas greeting cards to give to their loved ones this season.


A virtual lunchtime workshop, to learn how to create Christmas cards using watercolouring and script lettering techniques

Brown Bag Webinars

The Brown Bag Series is a learn-over-lunch series by HeadHunt & Lifelong Learning Institute. It aims to inspire working professionals to learn new skills and gain competencies to level up their careers. Over 20 sessions of complimentary brown bag webinars were organised in 2021 to upskill our tenants.

Community Events

Let's Get Down To Earth
March – April 2021

In conjunction with Earth Hour and Earth Day, this campaign advocated our Workspace community to start acting sustainably and encouraged creative ways to adopt green habits in our daily routine. As part of this campaign, we rallied the community to contribute to a green idea bank and adopt green habits in our daily routine. We received a total of 88 submissions. One of the activities included *Lights Off With Us*, where all our office properties switched off their façade lighting on Saturday, 27 March 2021, 8.30 pm. Rounding off the campaign, a virtual workshop to teach participants how to make their own beeswax wrap was organised. Participants also learnt the importance of low waste and reusable household items for an eco-friendlier lifestyle.

Let's Get Down To Earth is a campaign aimed at engaging our Workspace community to act sustainably

Healthy Workplace Ecosystem Activities
Weekly since April 2021

As part of our ongoing partnership with Health Promotion Board to promote a healthy lifestyle in the community with safe management measures in place, monthly workout sessions were held at Capital Tower for the office community.

#GivingAsOne
September – November 2021

#GivingAsOne is a platform for employees, business partners and customers to do good together, in uplifting the lives of vulnerable groups and supporting the environment in communities where CapitaLand operates. A series of programmes – from virtual and in-person volunteering to curated workshops led by the beneficiaries – were organised to rally the office tenants to do good as one community. Tenants partnered with us in doing good together with their colleagues, bond over volunteering, and learn new skills through the various workshops listed below.

Additionally, these programmes contributed to the raising of close to $550,000 through matching donations, to support children and seniors in need from Singapore, China, India, Vietnam and Malaysia.

- **Virtual Volunteering Sessions**
  10 volunteers from CapitaLand and the tenant community came together for a virtual storytelling and craft activity with students from Rainbow Centre Margaret Drive and Metta Preschool@Punggol. They read a book to the students called *"At the S.E.A. Aquarium"* by David Seow, and demonstrated how to make their mini aquarium in a bottle. Close to 60 students from both schools participated in this virtual volunteering session via Zoom.

- **Virtual Workshops**
  These specially curated workshops were led by the students/apprentices from Rainbow Centre Yishun Park School and Metta Café. The workshops conducted by Rainbow Centre Yishun Park have a meaningful sustainability theme.

  - Cupcake Decoration Workshop
    Participants were given their individual craft kit which contained three undecorated cupcakes, three coloured icing bags, piping bags, sprinkles, almond flakes and gloves to decorate their cupcake. They learnt three piping techniques from the Pastry Chef and apprentices from Metta Café.

Community Events

- DIY Tote Bag Workshop
  Led by five students from Rainbow Centre Yishun Park, participants learnt how to upcycle their old t-shirts into a tote bag. They received their craft kit which contained a designed T-shirt by the students from Rainbow Centre Yishun Park.

- DIY Eco-enzyme Detergent Workshop
  Managed by five students from Rainbow Centre Yishun Park, participants learnt how to make their own environmentally friendly eco-enzyme detergent from orange peels.

- **#LoveOurSeniors Bread Delivery**
  September and October 2021
  An initiative led by CapitaLand Hope Foundation, the #LoveOur Seniors programme is part of the CapitaLand #GivingAsOne campaign. The initiative aims at improving the quality of life of the beneficiaries by providing them with better nutrition, enhanced well-being, and improved living conditions.

  The #LoveOurSeniors bread delivery saw more than 30 tenant volunteers participating to deliver wholemeal bread loaves to seniors in need. Tenants from various companies came together to take part in this bread delivery exercise.

Jonathan (right), with his delivery partner during the #LoveOurSeniors Bread Delivery session

"Today, I came to a very different district in Jurong and it was an eyeopener to see the number of people living by themselves who need a helping hand. We are as strong as the most vulnerable part of society and I believe that when we pull everybody up, we can all do better as one. The event was very well-organised and it was a wonderful experience. I will definitely recommend this to my colleagues."

Jonathan Hsu
M&G Real Estate, CapitaGreen

- **#LoveOurSeniors Essential Care Pack Delivery**
  November 2021
  Tenants were invited to deliver care packs to individual homes and seven community partners across Singapore. They included AWWA, Dementia Singapore, Dorcas Home Care Services, Metta Welfare Association, Monfort Care, Thye Hua Kwan and TOUCH Community Services.

  The care packs comprised food items and daily essentials such as milo, biscuits, soya bean milk, bathroom necessities and protective equipment, were packed by CapitaLand staff.

  The delivery saw more than 22 tenant volunteers delivering close to 2,860 essential care pack to the vulnerable seniors from the seven community partners across Singapore.

Volunteers assisted with the delivery of essential care packs to beneficiaries living at various locations across Singapore

Community Events

Since Glico moved into CapitaGreen in 2017, Jessica and her colleagues have participated regularly in several activities such as Live It Up and Gifts of Joy, which CapitaLand had organised.

In 2021, Jessica signed up for several programmes organised under the #GivingAsOne initiative, such as the virtual volunteering session and the #LoveOurSeniors Bread Delivery programme, where she delivered bread to several vulnerable households in Jurong. Jessica also rallied her colleagues to join one of the lunchtime workshops, led by students from Rainbow Centre Yishun Park, to make their own eco-enzyme detergent cleanser.

"Joining such activities with my colleagues or even employees from other companies allows me to make new friends and also get to know in-depth what other companies are doing. It builds cohesion and bonding for everyone."

Besides bonding with her colleagues through volunteering, the initiatives allowed her colleagues to give back to society in their own ways. Through these activities, she felt that she knew CapitaLand and the building management team better.

Jessica (right) with her partner in one of the #LoveOurSeniors bread delivery sessions

"It is important to develop a good relationship with the landlord. Through these activities, we can also understand CapitaLand better and share with others what Glico does."

Jessica Wang
Business Support Executive, Glico, CapitaGreen

Community Engagement via Social Media

We engaged your *Workplace Community* followers across our social media channels on Facebook and Instagram. In 2021, we had seven digital contests to drive follower acquisitions and engage with our current followers. Over 2,000 participants joined our contests. Based on the number of participants, the top three most popular contests were *A Jolly Giveaway, Spot The Difference and National Day 'Guess the Song'*.

Spot The Difference was one of the top three most popular digital contests in 2021

Our Shoppers

"Our favourite malls are Tampines Mall, Plaza Singapura, ION Orchard and Jewel. CapitaLand malls have a well-curated selection of tenant mix and a variety of options that meet our needs. For example, we are here at Tampines Mall today to visit the telco shops. With working from home as the default arrangement, we tend to visit downtown malls during weekends. We are CapitaStar members and especially enjoy the convenience of converting our STAR$ to eCapitaVouchers and using them for our shopping."

Fei and Chris Wong

"My family is a CapitaStar user, especially my hubby who will regularly redeem CapitaVouchers for our family's shopping. Our favourite malls are Tampines Mall, Junction 8 and IMM Building as there are a wide variety of F&B options and we are very familiar with the offerings there. Despite the pandemic, we feel safe coming to malls with the safe management measures in place such as having sanitisers available everywhere."

Rie and family

"My favourite malls are Plaza Singapura, Raffles City Singapore and Junction 8. I am also a CapitaStar member. As I am working from home, I get to visit Junction 8 frequently for grocery shopping and meals with my family."

Liz Low and family

"We like coming to Westgate, IMM Building, Plaza Singapura and Raffles City Singapore. There are a good mix of offerings from dining to shopping. We particularly enjoy going to IMM Building for the well-priced items in its factory outlets. We also like the variety of food options in CapitaLand malls. While we shop, we enjoy using the CapitaStar platform to track the rewards and redeem eCapitaVouchers conveniently. We have adapted to the new norm with COVID-19 and will still come to the malls whenever we need to run certain errands, purchase things or have our meals."

Evan Loke and family

"With the pandemic, we get to frequent the suburban malls near our home and visit the downtown malls over the weekends. We come to Junction 8 often given the variety of F&B options and also enjoy going to the cinema. We like the family-friendly offerings in CapitaLand malls such as Popular and Spotlight, which are the kids' favourite stores. For online shopping, I regularly buy vouchers or order food online and subsequently redeem or collect them at the malls."

Janice Teo and family

"Plaza Singapura is one of our favourite malls. It has a good mix of everything for everyone in my family. My family's favourite outlets include Mothercare, Din Tai Fung and FIL. Today, we are here to do some Christmas shopping. We feel safe coming to the malls given the stringent measures in place and regular cleaning and sanitisation seen around the mall. Despite the growing trend of online shopping, we still like coming to mall to soak in the atmosphere which cannot be replicated online, especially during this Christmas season."

Jaime Chern and daughter

"Our favourite CapitaLand malls include Westgate, Plaza Singapura, ION Orchard and Funan. We like the wide range of food, shopping and entertainment options at the malls and frequent the malls to dine and for the kids to play. We feel safe coming to the malls as there are safe management measures in place and visitors need to be fully vaccinated to be granted entry. We would use the CapitaStar app to earn and redeem STAR$ and offset purchases with eCapitaVouchers easily and conveniently. While we enjoy both online and offline shopping, my family still likes coming to the mall to shop as we can see, touch and feel the items we are buying."

Mia Loke and family

"We really like Plaza Singapura and Jewel. At Plaza Singapura, we particularly appreciate offerings such as ART Friend, Daiso and Spotlight as we are into DIY crafts from time to time. It is also very convenient for grocery shopping at Cold Storage as well as plenty of dining options at the mall. Although online shopping is a new habit cultivated during the circuit breaker, it is still useful to be able to come to the mall and find everything conveniently, especially when you need something right away. There are certain things that you need to purchase physically. We only knew there were some ongoing discounts while walking around the mall after a meal and spontaneously decided to purchase a mattress just now which was on sale. This would not have happened if we were shopping online."

Sean and Kaela Montgomery

Our Tenants

Ong Wei Han, Senior Country Business Manager for South and Southeast Asia, **J.P. Morgan**

Singapore is a key financial and technology hub for J.P. Morgan and an integral part of our growth story for Southeast Asia. Our relocation to CapitaSpring, CapitaLand's newest state-of-the-art building in the heart of the city, demonstrates the firm's commitment to this critical market, as well as provides the opportunity for J.P. Morgan to further secure our long-term growth and future in the country. CapitaSpring's exceptional infrastructure and facilities will enable us to continue meeting the needs of our clients while providing our employees with a best-in-class working environment.

Moray Armstrong, Managing Director, **CBRE Singapore**

CICT adopts a long-term ownership position and this makes a difference in terms of positive tenant engagement and developing working partnerships over multiple market cycles. CBRE being a long-standing tenant of 21 years and counting in the CapitaLand portfolio is a testament to this. There is also a close alignment between CBRE and CICT on ESG matters. CBRE has committed to net zero carbon emissions by 2040 encompassing our own operations and buildings that we manage for investors and occupiers. Similarly, CapitaLand is one of the global real estate leaders in ESG and we admire its contribution towards the well-being of the occupiers and communities across all the sectors that it operates in.

Vincent Wee, Director and Head of Real Estate, **FairPrice Group**

CapitaLand is always refreshing and improving their mall offerings such that there is continuous interest to come to the mall, hence benefiting retailers like us to be in a retail ecosystem that is continuously innovating and thriving. FairPrice Group and CapitaLand also shares the same mission of ensuring customer centricity, putting customers in the center of all that we do and with that we are able to create experiences that continue to draw customers to our stores. With growing focus on sustainability, we are glad to be partnering with CapitaLand in growing our retail and food chains across CICT's malls where the properties are Green Mark-certified.

Ng Wee Wei, Country Managing Director, **Accenture Singapore**

We see CapitaLand as a forward-looking landlord that has always kept up with the times in leveraging technology to improve tenant experience in the building. We will continue to look with interest to new innovations being rolled out to create an even safer, more sustainable living environment. Our commitment to sustainability requires us to examine our own business activities, and those of our key suppliers. We are pleased that CapitaLand shares the same view in growing in a responsible manner and have launched the CapitaLand 2030 Sustainability Master Plan.

Vigneswari Muthalagan, Store Leader, Westgate, **Decathlon Singapore**

Opening a new store during the pandemic was challenging but we successfully started the Decathlon outlet at Westgate in 2021. We are heartened by the safety measures implemented by both Decathlon and the building management of Westgate to ensure a safe environment for our customers. In addition, the marketing efforts provided by the mall as well as the CapitaStar platform gave us confidence to continue operations while attracting a decent footfall.

Our Investors

The investor relations and communication teams focus on proactive timely and clear communication with the investment community comprising Unitholders, potential retail and institutional investors, analysts and media journalists. Guided by our Unitholders' Communication and Investor Relations Policy, we plan regular communication and programme to ensure effective engagements.

Articulating strategy, business performance and prospects, CICT's senior management and investor relations team engaged with over 460 institutional investors from close to 400 local and global companies through largely virtual meetings, post-results investor briefings, conferences, and roadshows in 2021. We had active discussions with our retail Unitholders via small/large group sessions throughout the year. Prior to our Annual General Meeting (AGM), we reached out to different retail Unitholder groups, including partnering with Securities Investors Association (Singapore) (SIAS) to engage them virtually.

CICT's AGM was held by electronic means in April 2021 as Unitholders were not allowed to attend in person due to COVID-19 restriction orders in Singapore. Unitholders were invited to submit substantial and relevant questions ahead of the AGM and vote by appointing the Chairman of the Meeting as proxy at the meeting. All resolutions were passed at the AGM. The results were published on SGXNet and CICT's website. Minutes of the meeting were also shared on CICT's website.

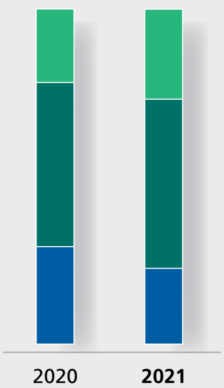
Despite our shift to half-yearly reporting in 2021, we held analyst and investor virtual meetings quarterly to keep them abreast of our strategies and performance. Our half-year and full-year results briefings were streamed via 'live' webcast where CICT's CEO Tony Tan communicated the financial and operational performance. Analysts and journalists could ask questions during the webcast, and viewers could post questions online. The webcasts were made available on-demand at CICT's website after each briefing.

CICT's website is a key platform in keeping investors updated of CICT's news on a timely basis. All news releases and announcements were uploaded on the website apart from SGXNet. Investors have the option to sign up for email alerts to receive CICT's latest updates.

Recognised for our investor relations and corporate governance practices, CICT was placed fifth with an overall score of 108.4 in the Singapore Governance and Transparency Index (REIT and Business Trust category). We maintained our score of 73 in the Governance Index For Trusts 2021.

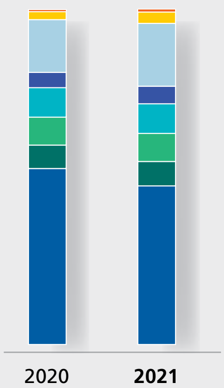
CICT remains in the FTSE Straits Times Index, FTSE4Good Index Series, MSCI Global Standard Indices, GPR General Indices and GPR 250 Indices, and other indices.

UNITHOLDINGS BY INVESTOR TYPE
(%)



	2020	**2021**
CapitaLand Investment	28.9	**22.6**
Institutional Investors	49.2	**50.6**
Retail Investors	21.9	**26.8**

IDENTIFIED UNITHOLDINGS BY GEOGRAPHY
(%)



	2020	**2021**
Singapore	52.4	**47.3**
Hong Kong	7.0	**7.3**
Other Asia	8.3	**8.4**
UK	8.8	**8.8**
Europe (ex UK)	4.6	**5.3**
North America	15.8	**18.7**
Australia / New Zealand	2.8	**3.6**
Rest of World	0.1	**0.6**

CICT achieved the following industry ranking in 2021:

- **Singapore Governance and Transparency Index (SGTI) Award (REIT and Business Trust category)**
  - Ranked 5th
- **Governance Index for Trusts (GIFT) (REITs and Business Trusts category)**
  - Ranked 9th with a total score of 73
- **GRESB Assessment 2021**
  - GRESB 5-star rating in Asia, Diversified-Office/Retail, Listed category and 'A' for public disclosure

CALENDAR OF UPCOMING RESULTS AND UPDATES FOR FY 2022
Subject to changes by the manager without prior notice

	Indicative Month
First Quarter Business Update	Apr 2022
First Half Results Announcement	Jul 2022
First Half distribution to Unitholders	Sep 2022
Third Quarter Business Update	Oct 2022
Full Year Results Announcement	Jan 2023
Final Distribution to Unitholders	Mar 2023

INVESTOR & MEDIA RELATIONS CALENDAR 2021
(all virtual unless otherwise stated)

1st Quarter
- FY 2020 post-results investor meetings
- Daiwa Investment Conference Tokyo 2021
- SGX-Nomura ASEAN Conference 2021
- Citi Virtual Global Property CEO Conference 2021
- SREITs Corporate Day for Korean Investors

2nd Quarter
- Pre-AGM Unitholders engagement sessions
- SIAS-CICT Dialogue 2021 (pre-AGM)
- Annual General Meeting
- First Quarter 2021 Business Update investor meetings
- REITs Symposium 2021
- BofA 2021 APAC Financial, Real Estate Equity and Credit Conference
- UBS OneASEAN Virtual Conference 2021
- Morgan Stanley Virtual Flagship ASEAN Conference 2021
- REITs' Outlook – The Future of REITs panel discussion

3rd Quarter
- First Half 2021 post-results investor meetings
- CapitaLand Group Corporate Day (hosted by Citi)
- Citi-SGX REITAS REITS and Sponsors Forum 2021
- Morgan Stanley Virtual Asia ESG Conference
- BofA 2021 Global Real Estate Conference
- 28th Annual CITIC CLSA Flagship Investors' Forum 2021

4th Quarter
- Third Quarter 2021 Business Update investor meetings
- Investing Note webinar
- CapitaLand Investment & REITs Taiwan Corporate Day (hosted by DBS)

UNITHOLDERS' ENQUIRIES

If you have any enquiries or would like to find out more about CICT, please contact:

Ms Ho Mei Peng
Head, Investor Relations
Direct: +65 6713 3668

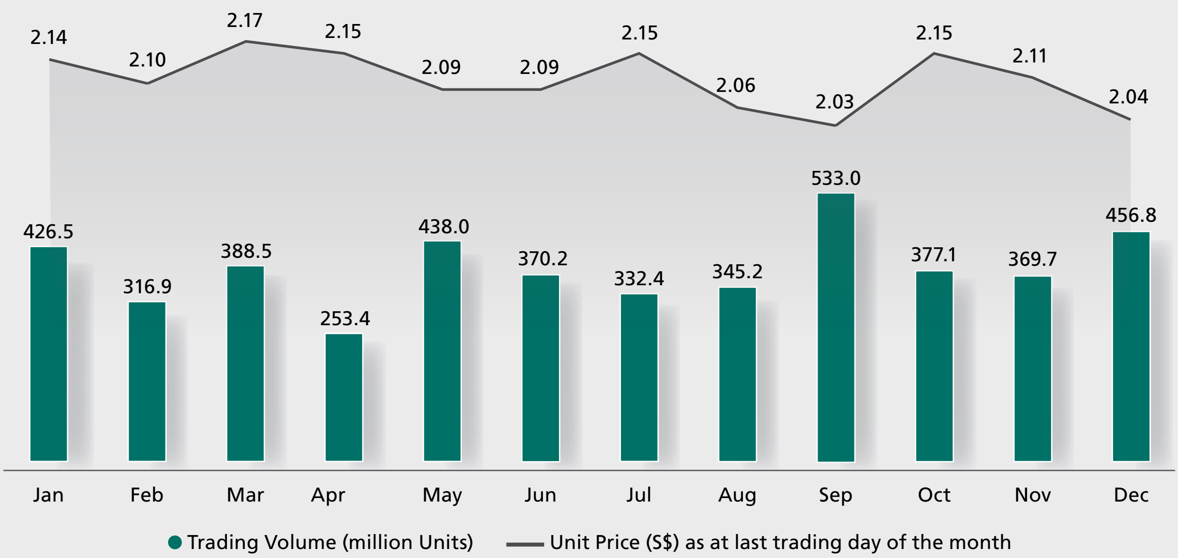
Ms Chia Pei Siang
Vice President
Group Communications
Direct: +65 6713 1379

Email: ask-us@cict.com.sg
SGX Ticker Code: CapLand IntCom

TRADING & YIELD PERFORMANCE

CICT traded in the unit price range of S$1.96 to S$2.35 in 2021, concluding the year with a total trading volume of 4.6 billion Units. This translates to an average daily trading volume of approximately 18.4 million Units. With a closing unit price of S$2.04 as at 31 December 2021, CICT registered a price drop by 5.6% compared to S$2.16 as at 31 December 2020.

2021 TRADING PERFORMANCE



Source: Bloomberg, 31 December 2021.

TOTAL UNITHOLDER RETURN

Total Unitholder Return	1-year (from 1 Jan 2021 to 31 Dec 2021)	3-year (from 1 Jan 2019 to 31 Dec 2021)	5-year (from 1 Jan 2017 to 31 Dec 2021)
Closing unit price on the last trading day prior to the commencement of the period (S$)	2.16	2.26	1.885
Capital Appreciation/(Depreciation) (%)	(5.6)	(9.7)	8.2
Distribution yield (%)	4.8	13.8	28.5
Total return as at 31 December 2021 (%)	(0.7)	4.0	36.7
Total return (assuming dividends reinvested) (%) [1]	(1.5)	4.2	35.5

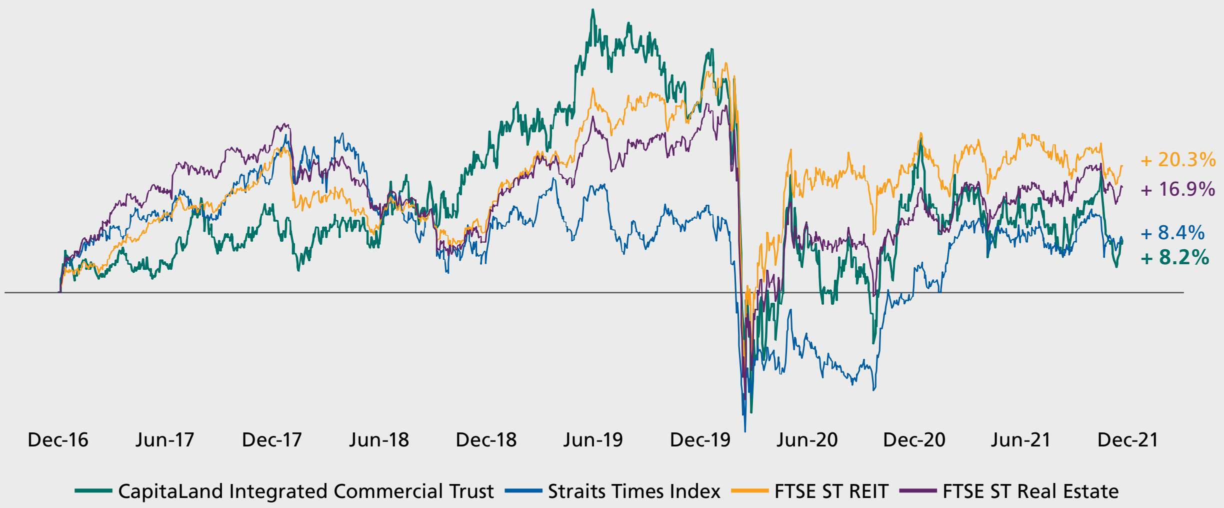
1 Based on Bloomberg data.
Numbers may not add up due to rounding.

FIVE-YEAR TRADING PERFORMANCE

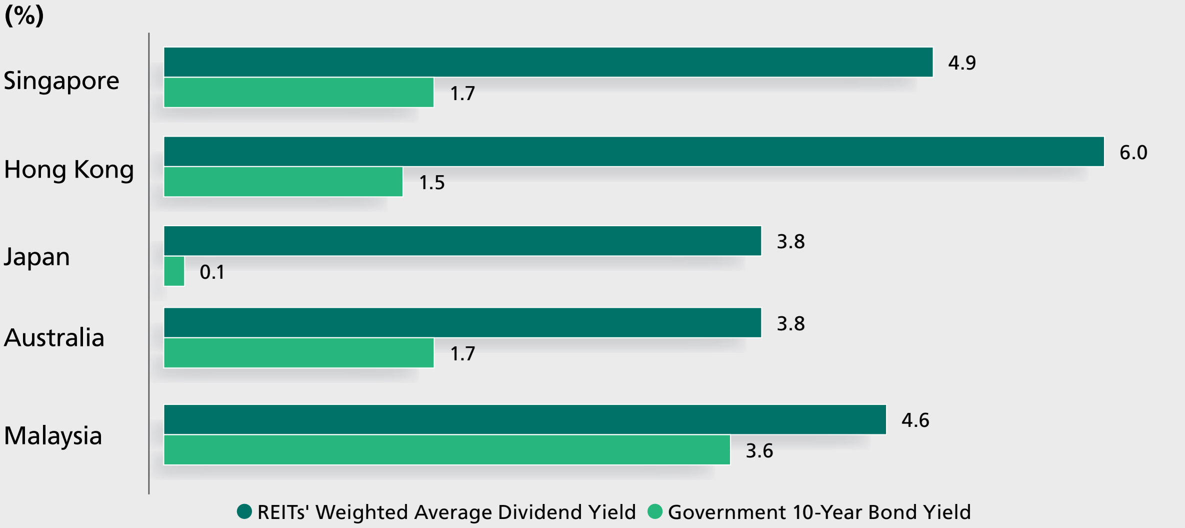
	2017	2018	2019	2020	2021
Opening price on first trading day of the year (S$)	1.90	2.13	2.27	2.44	**2.16**
Closing price on last trading day of the year (S$)	2.13	2.26	2.46	2.16	**2.04**
Highest closing price (S$)	2.17	2.31	2.74	2.62	**2.35**
Lowest closing price (S$)	1.92	1.95	2.26	1.52	**1.96**
Trading Volume (million Units)	2,563.5	2,821.3	2,543.9	5,141.1	**4,607.8**
Net Asset Value Per Unit [1] (S$)	1.92	2.00	2.07	2.00	**2.06**

1 Excluding distribution to be paid for the last quarter of the respective financial year. Distribution frequency is semi-annual from financial year 2021.

FIVE-YEAR COMPARATIVE PRICE TRENDS



SINGAPORE REITS OFFER RELATIVELY ATTRACTIVE YIELD SPREADS VERSUS ASIAN REITS (%)



Source: Bloomberg, 31 December 2021.

Our Employees

CICT is managed by the Manager and Property Managers, which are wholly owned subsidiaries of CapitaLand. The Manager and Property Managers teams are responsible for CICT's fund management, property and portfolio management in Singapore. The workforce comprises mainly full-time and permanent employees who are Singapore citizens and permanent residents.

Leveraging CapitaLand's integrated human capital strategy, CICT recruits, develops, motivates and retains employees. Key performance indicators for employees are in place and aligned with the business. The total headcount for 2021 is 646 (2020: 665).

Fairness and Diversity

CICT has a performance-oriented work culture that values diversity and teamwork while upholding CapitaLand's commitment to being a workplace of choice. In April 2021, CapitaLand was amongst a list of top employers in Singapore, according to Randstad's 2021 Employer Brand Research.

Employees can make vital contributions based solely on their talent, expertise and experience, regardless of gender, ethnicity, culture, nationality and family status. To draw high-calibre talent, job opportunities with the Manager and Property Managers are advertised publicly via online job portals, with selections based on individual merit, in line with CapitaLand's non-discriminatory employment practices.

CICT is against any form of coerced labour and discrimination and adheres to the tenets of global human rights conventions that include the Universal Declaration of Human Rights and the International Labour Organisation (ILO) Conventions. Singapore has ratified 28 ILO Conventions, spanning four critical aspects of employment standards: child labour, forced labour, collective bargaining and equal remuneration.

CapitaLand complies with five key principles of fair employment as a signatory of the Employers Pledge with the Tripartite Alliance for Fair Employment Practices:

- Recruit and select employees based on merit (such as skills, experience, or ability to perform the job), regardless of age, race, gender, religion, marital status, family responsibilities, or disability.
- Treat employees fairly and with respect and implement progressive human resource management systems.
- Provide employees with equal opportunity for training and development based on their strengths and needs to help them achieve their full potential.
- Reward employees fairly based on their ability, performance, contribution and experience.
- Comply with the labour laws and abide by the Tripartite Guidelines on Fair Employment Practices.

In 2021, there was no reported incident relating to discrimination or human rights violations.

Fair Remuneration

Aligning employee performance targets with corporate objectives as well as industry benchmarking ensures remuneration is fair across the organisation. This is key for CICT to stay competitive, attract and retain talent. CapitaLand engages independent human resource consultants to benchmark the Trust's compensation and benefit packages across different markets and local industry peers. Beyond base salaries, other components of the compensation packages include short-term cash bonuses and long-term equity-based reward plans.

The Singapore Central Provident Fund (CPF) enables all working Singaporeans and Permanent Residents to set aside a portion of their monthly income as savings for retirement. In line with prevailing regulations, both CapitaLand and its employees make monthly contributions to employees' CPF accounts as part of their compensation.

Employment contracts with clearly stated terms and conditions are signed with all confirmed employees. In the event of termination or employee resignation, depending on the employee's job grade, a minimum notice period of one month must be fulfilled. Exit interviews are conducted with employees who have tendered their resignations as part of continuing efforts to improve retention policies and initiatives.

CapitaLand's robust performance management system is adopted to ensure that all employees receive regular performance reviews and career development guidance. Annual performance reviews involve open discussions on the employee's performance, developmental needs, areas for improvement and career planning. Key performance indicators are set to drive employee performance and contribution to the REIT's set objectives. Employees participate in setting team and individual goals to clearly define performance and compensation expectations. Supervisors are encouraged to provide regular feedback on employee performance.

Re-employment Opportunities

Subject to business needs and work performance, employees who are able and willing can continue their employment with CICT beyond the statutory retirement age of 62. The Group continues to employ these individuals at their last drawn salary if their work scope and responsibilities remain unchanged under its re-employment policy. The efforts and initiatives are in line with the Tripartite Guidelines on Managing Excess Manpower, which covers the retraining and redeployment of workers, the implementation of flexible work arrangements and a flexible wage system to manage wage costs. The guideline was jointly established by the Singapore Ministry of Manpower and its tripartite partners, Singapore National Employers Federation and the National Trades Union Congress. 17 employees aged 62 and above were re-employed in 2021.

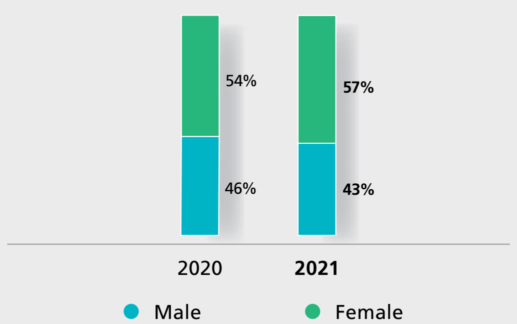
Freedom of Association

CICT upholds employees' rights to freedom of association and adheres to the Industrial Relations Act by permitting employees to be represented by trade unions for collective bargaining. CapitaLand and the Singapore Industrial & Services Employees' Union maintains a harmonious relationship and work together cordially, seeking to foster positive work environments and raise productivity for the mutual benefit of the staff and the firm. No employee health and safety concerns were raised by the union.

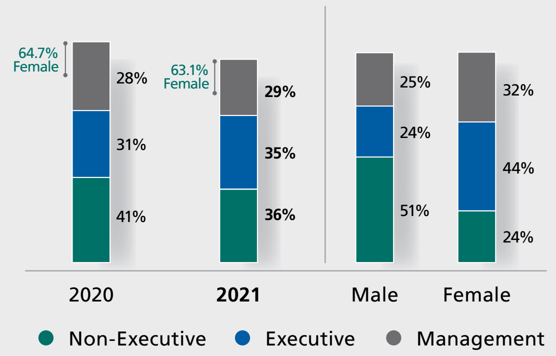
Employee Profile

Of the total 646 employees in 2021, there were 279 males and 367 females.

EMPLOYEE GENDER DIVERSITY PROFILE

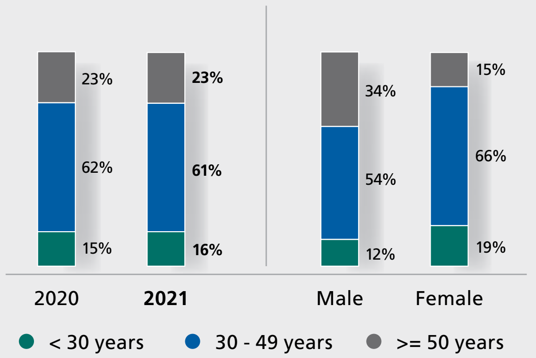


EMPLOYEE PROFILE BY SENIORITY AND GENDER

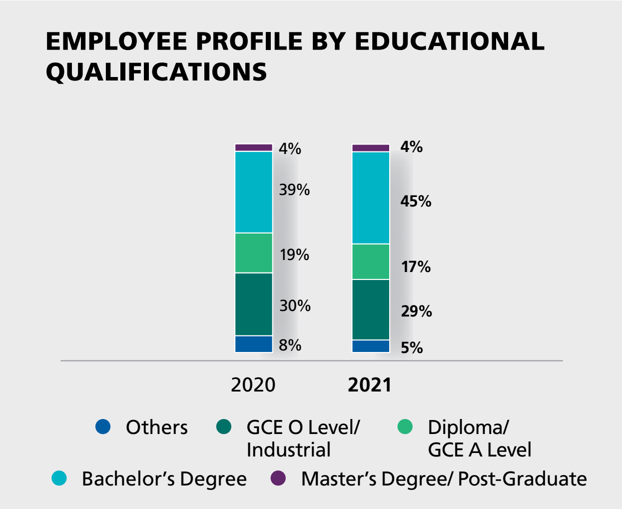


Of the total female employees, about 32% were in the management level (manager and above) in 2021. Of the 187 employees in the management level, 118 or 63.1% were female. 100% of the senior management (C-suite and Department Heads) were locals.

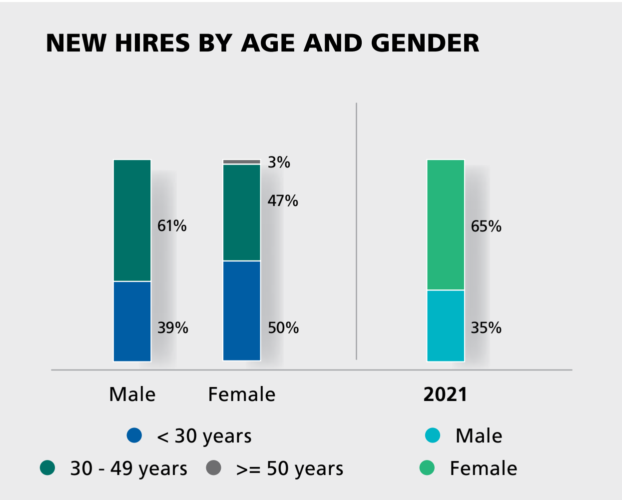
EMPLOYEE PROFILE BY AGE AND GENDER

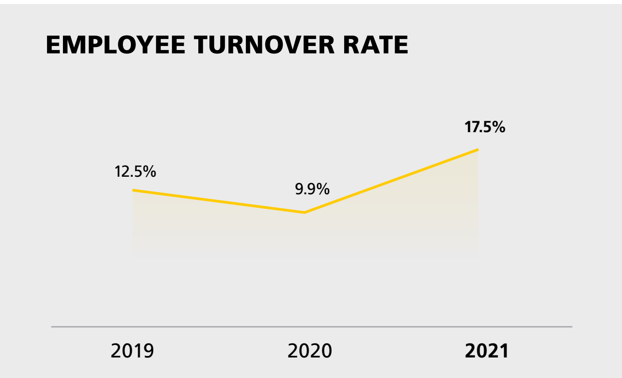


Employees between the ages of 30 to 49 accounted for 61% of the workforce, while those below 30 were around 16%. As at 31 December 2021, approximately 61.5% of our employees had been working for the Trust for five years or longer.

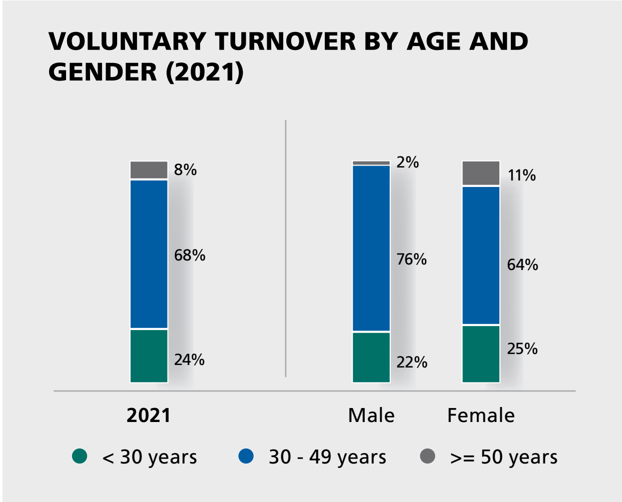


About 49% of the workforce possessed tertiary qualifications (Bachelor's Degree, Master's Degree/ Post Graduate).





The employee turnover rate for 2021 was higher at 17.5% compared to 9.9% for 2020. This is in line with the global trend that we are seeing.



Positive Work Environment

CICT is committed to providing a positive and vibrant workplace that promotes personal development, employee's good health and well-being, and fulfilling careers. This is achieved through initiatives such as flexible hours and work arrangements, comprehensive medical benefits, and employee engagement programmes. Eligible employees enjoy a holistic compensation and benefits programme benchmarked against established industry practices. The incentives include paid maternity/paternity leave, time off for volunteer work, complimentary flu vaccinations, and a flexible medical and insurance plan that can be customised based on the needs of the employees and their families. Part-time employees are entitled to the same benefits as full-time employees, on a pro-rated basis. There were 27 employees who took maternity leave in 2021, and 24 of them returned to work in the same year. Paid paternity leave is also granted to male employees. 12 male employees took paternity leave during the year.

Employee Engagement

CICT supports opportunities for management-employee engagements to foster a vibrant and productive workforce. Employees can highlight issues and feedback through various channels such as the staff communication session, which allows BUs and CICT's CEO and management team to update employees on the Trust's business results and operational performance and to address any work concerns. Another platform is the CapitaLand intranet, which updates employees on the Group's latest developments, employment policies, benefits, corporate governance and ethics. All new hires are required to undergo an orientation programme that assimilates them to CapitaLand's business operations, strategy, core values and management philosophy.

TRAINING AND DEVELOPMENT PROGRAMMES

Building Capability Framework (BCF)

The BCF was launched in 2019 to nurture competent, adaptable and future-ready knowledge workers in CapitaLand. Employee competencies were categorised under Core, Functional, Adaptive and Digital skills, and three levels of mastery (Aware, Apply and Ace) were identified.

Future Economy Skills (FES)

The FES was developed by SkillsFuture Singapore. It refers to a set of skills (Thinking Critically, Interacting with Others and Staying Relevant) required by employees to keep up with the future economy. It places an increased emphasis on soft skills as an essential part of the future of work in the digital era.

A suite of courses was curated to help employees develop these skills and stay relevant to evolving work and living trends. The training topics range from *Adaptability, to Digital Fluency, Global Perspective, Learning Agility and Self-Management.*

To reinforce the importance of a future-ready work culture, CICT encourages employees to achieve at least one FES each year as part of its training target (KPI).

Learning CAREnival

To engage with employees during the pandemic, a Learning CAREnival was conducted virtually from 14 September to 8 October 2021. The programme featured a mix of internal and external speakers, who were invited to deliver talks on four main themes: *Power Skills for Future Economy, Find Your Inner Awesomeness!, Sustainability and Digital Fluency.*

Knowledge Exchange

The Knowledge Exchange is a quarterly networking and information sharing session inaugurated in September 2020 to explore topics relating to our businesses. It aims to enhance internal communication, knowledge sharing and promote business understanding and collaboration across teams. It also allows employees to share their project initiatives and best practices . In addition, internal and external speakers are regularly invited to share experiences during the sessions. The topics for Knowledge Exchange 2021 included *Expanding REITs Overseas, Data Centre Experience, Fund Management Competency Framework, In-Conversation with Our Leaders on Career Management, and Culture Matters – Co-creating a Thriving Workplace.*

Fund Management Programme

Launched in 2021, the Fund Management Programme offers employees a holistic view of the key aspects of real estate fund management, from generating fund ideas to managing funds and associated operations. The programme featured three topics: *Fund Creation, How to Run a Fund Successfully and Capital Financial Management.*

Talent Management
Innovative, dynamic and talented individuals with the right experience levels are actively sought to support CICT's growth. We manage this aspect by developing internal talents and recruiting external talents from entry-level graduates to mid-career professionals and industry veterans across different career stages. As part of succession planning, we identify high-potential talents and develop them to build our management bench strength.

Attracting Talent
The Group has an ongoing Graduate Development Programme (GDP) which nurtures promising young graduates for future leadership positions within CapitaLand. The programme offers a holistic structure with prospects for personal growth and development, with a comprehensive learning roadmap through job rotations within the Group.

Learning and Development
Employees are provided appropriate training to have the knowledge and expertise to contribute effectively to the Trust's performance. Employees' training and development needs are discussed at the annual performance reviews with their immediate superior and updated throughout the year.

CapitaLand channels up to 3% of its annual wage bill towards learning and development programmes for employees. Employees can participate in certified skills training programmes, personal development courses, and industry seminars and conferences. Eligible employees may apply for a maximum of 10 days of paid leave annually for examinations supported by the company.

Almost all employees completed at least one learning session during the year. The average number of training hours per employee was 17.2 hours in 2021. The average training hours per female and male employees are 16.7 hours and 17.8 hours respectively. Digital learning modules were also available for employees to pick up skills and knowledge while working from home. In 2021, 52.5% of employees participated in digital learning, clocking a total 1,036 of digital training hours.

CICT's employees who are also licensed representatives under Monetary Authority of Singapore (MAS) recorded 31.4 training hours per employee, which was above the minimum requirement by MAS.

EMPLOYEE WELL-BEING

Mental Health Care Guide
CapitaLand's Mental Health Care Guide was launched as part of efforts to build a supportive work environment. This online resource informs employees on the different aspects of mental health, contains details on upcoming events, offers suggestions for improving mental wellness, and allows users to test their mental age through games. An internal network of Mental Wellness Ambassadors (MWAs) and contact details for external agencies are listed in the site for employees to access ready support.

In conjunction with World Mental Health Day 2021 on 10 October 2021, CapitaLand called for greater access to mental health services by promoting the theme *'Mental Health in an Unequal World'*. Employees were encouraged to take five minutes *('TAKE 5')* to learn more about mental health, or practise small acts of self-care in their daily lives that could have a significant impact on their well-being. They could also sign up for various talks and learn to prioritise their routines and activities for improved mental health.

To provide employees with professional mental health support, CapitaLand has an 24/7 Employee Assistance Hotline where they can speak confidentially to a trained counsellor.

Employee Survey
To solicit feedback following the successful restructuring of CapitaLand Investment, a pulse survey was conducted at the end of 2021 to gauge the well-being of employees.

Wellness Wednesday

Wellness Wednesday is among several virtual initiatives allowing regular engagement with employees who work-from-home. This educational series is centred on health and nutrition, financial wellness, and mental and physical well-being. The year-round talks included Cancer Awareness, Traditional Chinese Medicine, Chiropractic Care, Probiotic Health, Financial Planning, Legacy Planning, Money Habits, Building Emotional Resilience, Relieving Stress, Preventing Burnout, Good Sleep Management, Energy Boost for Performance, Uncover Personal Style, Desk Recovery Routine and Stretches, and High-Intensity Interval Training Workouts.

#StayHome #StayFun 2

We brought back the popular BINGO! Challenge in the second edition of #StayHome #StayFun, a series of online activities organised specially for staff. To win prizes, employees must complete as many of the activities listed on their BINGO! Challenge card(s). Entries were then evaluated on the criteria of uniqueness, WOW! factor and visual appeal. Twenty winners walked away with a limited-edition CapitaLand-Under Armour shoe bag.

CapitaLand Core Values Ambassador Awards 2021

This annual award is presented to individuals and teams who exemplify CapitaLand's Core Values at work. The candidates must be nominated by their peers. In 2021, the accolade was awarded to 11 individuals and eight teams who have made exceptional contributions in improving the company culture, working relationships and/or business results.

Our Suppliers

SUPPLY CHAIN MANAGEMENT

CICT adopts the CapitaLand Supply Chain Code of Conduct, which sets out the requirements for responsible behaviours in the areas of business integrity and ethics such as anti-bribery and corruption, labour laws and human rights, health and safety, as well as environmental management. In addition to complying with local regulations and other legal requirements, all CICT suppliers and service providers have to acknowledge and adhere to the Code of Conduct and are subject to penalties in the event of any breaches or failure to remedy any breaches. 100% of our suppliers with new or renewal contracts have signed the CapitaLand Supply Chain Code of Conduct in 2021. We also brief our vendors on CapitaLand's Environmental, Health and Safety (EHS) policy and ensure that they are trained and qualified on EHS measures.

Only pre-qualified contractors are invited to tender for CICT's projects. The pre-qualification requires them to meet the CapitaLand Group's stringent selection criteria, including its EHS requirements. All the main contractors appointed must be ISO 14001 and OHSAS 18001 certified. About 98% of our term contractors and service providers are minimally bizSAFE Level 3 certified. For more information on our occupational health and safety performance, please refer to the Health and Safety section on pages 139-140.

While we expect our supply chain to adhere to strict standards of business code of conduct and deliver high level quality products and services, we work closely with them to ensure that they are well supported. One initiative to ensure that our service providers are aligned with our target level of service delivery is the CapitaLand's HOST programme.

CAPITALAND'S HOST PROGRAMME

One of the STAR HOST Award winners in 2021 – Madeline Anak BungKong from ISS Facilities

Developed by CapitaLand, the HOST framework serves as a customer service standard for all our service partners and their staff. The acronym HOST stands for **H**assle free, **O**perational excellence, **S**erve with passion and **T**rustworthy, the attributes on which CapitaLand's service culture are built. The aim of HOST is to achieve a high standard of service delivery and hospitality experience to tenants working in CapitaLand properties.

To ensure the desired service outcomes, trainings are provided to familiarise service providers with the HOST framework. Separately, the STAR HOST Awards was incepted to recognise service partners who have demonstrated outstanding commitment to service excellence. In 2021, CICT participated in this twice-yearly award event for the first time.

One of the winners of the STAR HOST Awards was Madeline Anak BungKong of ISS Facilities Services, who has been working at CapitaGreen as a cleaner. She is responsible for sanitising all high-touch common areas such as the toilets and lifts, from levels 14 to 19. Madeline was nominated for the STAR HOST Awards due to her exemplary performance. Tenants praised her hardwork and perseverance to go beyond the satisfactory rating for all the areas under her charge.

As a concierge at CapitaGreen for the past three years, Santos Antoniette Angel Cobar of Certis is the friendly face that greets tenants and visitors every day. However, it was Angel's positive service attitude and customer-first mindset that captured the hearts of those who nominated her for the STAR HOST Award. Many noticed how she would go above and beyond her duties to assist people in need.

64 STAR HOST winners
servicing CICT portfolio

OUR ROLE

We, as the manager of CICT (Manager), set the strategic direction of CICT and its subsidiaries (CICT Group) and make recommendations to HSBC Institutional Trust Services (Singapore) Limited, in its capacity as trustee of CICT (Trustee), on any investment or divestment opportunities for CICT and the enhancement of the assets of CICT in accordance with the stated investment strategy for CICT. The research, evaluation and analysis required for this purpose are coordinated and carried out by us as the Manager.

As the Manager, we have general powers of management over the assets of CICT. Our primary responsibility is to manage the assets and liabilities of CICT for the benefit of the unitholders of CICT (Unitholders). We do this with a focus on generating rental income and enhancing asset value over time so as to maximise returns from the investments, and ultimately the distributions and total returns, to Unitholders.

Our other functions and responsibilities as the Manager include:

(a) using our best endeavours to conduct CICT's business in a proper and efficient manner;
(b) preparing annual business plans for review by the directors of the Manager (Directors), including forecasts on revenue, net income, and capital expenditure, explanations on major variances to previous years' financial results, written commentaries on key issues and underlying assumptions on rental rates, operating expenses and any other relevant assumptions;
(c) ensuring compliance with relevant laws and regulations, including the Listing Manual of Singapore Exchange Securities Trading Limited (SGX-ST) (Listing Manual), the Code on Collective Investment Schemes (CIS Code) issued by the Monetary Authority of Singapore (MAS) (including Appendix 6 of the CIS Code (Property Funds Appendix)), the Securities and Futures Act 2001 (SFA), written directions, notices, codes and other guidelines that MAS may issue from time to time, the tax rulings issued by the Inland Revenue Authority of Singapore on the taxation of CICT and Unitholders and the United Kingdom's Alternative Investment Fund Managers Regulations 2013 (as amended) (AIFMR);
(d) attending to all regular communications with Unitholders; and
(e) supervising CapitaLand Retail Management Pte Ltd and CapitaLand Commercial Management Pte. Ltd. (the Property Managers), the property managers which perform the day-to-day property management functions (including leasing, marketing, promotion, operations coordination and other property management activities) for CICT's properties; with regard to Raffles City Singapore (RCS), the Property Managers hold the entire interest in CapitaLand (RCS) Property Management Pte. Ltd. which provides property management services to RCS. As a result of their interest in CapitaLand (RCS) Property Management Pte. Ltd., the Property Managers are able to play a key role in directing the property management function for RCS.

The Manager also considers sustainability issues (including environmental and social factors) as part of its responsibilities. CICT's sustainability policies and programmes are set out on pages 31 to 35 and 125 to 170 of this Annual Report.

CICT, constituted as a trust, is externally managed by the Manager. The Manager appoints experienced and well qualified personnel to run its day-to-day operations.

The Manager was appointed in accordance with the terms of the trust deed constituting CICT dated 29 October 2001 (as amended, varied or supplemented from time to time) (Trust Deed). The Trust Deed outlines certain circumstances under which the Manager can be removed, including by notice in writing given by the Trustee upon the occurrence of certain events, or by resolution passed by a simple majority of Unitholders present and voting at a meeting of Unitholders duly convened and held in accordance with the provisions of the Trust Deed.

The Manager is a wholly owned subsidiary of CapitaLand Investment Limited (CLI) which holds a significant unitholding interest in CICT. CLI is a leading global real estate investment manager, with a vested interest in the long-term performance of CICT. CLI's significant unitholding in CICT demonstrates its commitment to CICT and as a result, CLI's interest is aligned with that of other Unitholders. The Manager's association with CLI provides the following benefits, among other things, to CICT:

(a) strategic pipelines of property assets through, amongst others, CLI's access to the development capabilities of and pipeline investment opportunities from CapitaLand Group's development arm;

(b) wider and better access to banking and capital markets on favourable terms;
(c) fund raising and treasury support; and
(d) access to a bench of experienced management talent.

OUR CORPORATE GOVERNANCE FRAMEWORK AND CULTURE

The Manager embraces the tenets of good corporate governance, including accountability, transparency and sustainability. It is committed to enhancing long-term Unitholder value and has appropriate people, processes and structure to direct and manage the business and affairs of the Manager with a view to achieving operational excellence and delivering the CICT Group's long-term strategic objectives. The policies and practices it has developed to meet the specific business needs of the CICT Group provide a firm foundation for a trusted and respected business enterprise.

Our corporate governance framework as at the date of this Annual Report is set out below:

Board of Directors

5 Independent Directors (ID) and
3 Non-Independent Directors (Non-ID)
Led by ID, Ms Teo Swee Lian, Chairman

Key Responsibility: Oversee the Manager's strategic direction, performance and affairs and foster the success of CICT so as to deliver sustainable value over the long term to Unitholders

Audit Committee (AC)	Executive Committee (EC)	Nominating and Remuneration Committee (NRC)
3 IDs Led by Mrs Quek Bin Hwee, AC Chairman	**3 Non-IDs Led by Mr Jonathan Yap Neng Tong, EC Chairman**	**2 IDs and 1 Non-ID Led by Ms Teo Swee Lian, NRC Chairman**
Key Responsibility: Assist the Board in its oversight of the financial reporting process, internal controls system, internal and external audit processes, and management of compliance with legal, regulatory and company policies	**Key Responsibility:** Assist the Board in its oversight of the day-to-day activities of the Manager and CICT	**Key Responsibility:** Assist the Board on Board succession planning and appointments to the Board and Board Committees, and the review of the Board's performance, Director's independence and remuneration for the Directors and key management personnel of the Manager

The Board of Directors (Board) sets the tone from the top and is responsible for the Manager's corporate governance standards and policies, underscoring their importance to the CICT Group.

This corporate governance report (Report) sets out the corporate governance practices for the financial year (FY) 2021 with reference to the Code of Corporate Governance 2018 (Code).

Throughout FY 2021, the Manager has complied with the principles of corporate governance laid down by the Code and also, substantially, with the provisions underlying the principles of the Code. Where there are deviations from the provisions of the Code, appropriate explanations are provided in this Report. This Report also sets out additional policies and practices adopted by the Manager which are not provided in the Code.

CICT has received accolades from the investment community for excellence in corporate governance and corporate governance-related efforts.

In FY 2021, CICT was ranked fifth in the REIT and Business Trust category on the Singapore Governance and Transparency Index (SGTI) and retained its top 10 ranking in the same category on the Governance Index for Trusts (GIFT).

As testament to our commitment to environment, social and corporate governance, CICT maintained its 5-star rating for GRESB Assessment 2021 in the Asia, Diversified-Office/Retail, Listed category and also scored 'A' for public disclosure. CICT has been included by SGX in the Fast Track Programme list. The scheme recognises listed companies with good governance standards and compliance practices, and accords prioritised clearance for selected corporate-action submissions.

BOARD MATTERS

Principle 1: The Board's Conduct of Affairs

Board's Duties and Responsibilities

The Board oversees the strategic direction, performance and affairs of the Manager, in furtherance of the Manager's primary responsibility to foster the success of CICT so as to deliver sustainable value over the long term to Unitholders. It provides overall guidance to the management team (Management), led by the Chief Executive Officer (CEO). The Board works with Management to achieve CICT's objectives and long term success and Management is accountable to the Board for its performance. Management is responsible for the execution of the strategy for CICT and the day-to-day operations of CICT's business.

The Board establishes goals for Management and monitors the achievement of these goals. It ensures that proper and effective controls are in place to assess and manage business risks and compliance with requirements under the Listing Manual, the Property Funds Appendix, as well as any other applicable guidelines prescribed by the SGX-ST, MAS or other relevant authorities, and applicable laws. It also sets the disclosure and transparency standards for CICT and ensures that obligations to Unitholders and other stakeholders are understood and met.

The Board has adopted a set of internal controls which establishes financial approval limits for capital expenditure, investments, divestments, bank borrowings and issuance of debt instruments and this is clearly communicated to Management in writing. The Board has reserved authority to approve certain matters including:

(a) material acquisitions, investments and divestments;
(b) issue of new units in CICT (Units);
(c) income distributions and other returns to Unitholders; and
(d) matters which involve a conflict of interest for a controlling unitholder or a Director.

Apart from matters that specifically require the Board's approval, the Board delegates authority for transactions below the Board's approval limits to Board Committees and Management to optimise operational efficiency.

The Directors are fiduciaries and are collectively and individually obliged at all times to act honestly and objectively in the best interests of CICT. Consistent with this principle, the Board is committed to ethics and integrity of action and has adopted a Board Code of Business Conduct and Ethics (Board Code) which provides that every Director is expected to, among other things, adhere to the highest standards of ethical conduct. All Directors are required to comply with the Board Code. This sets the appropriate tone from the top in respect of the desired organisational culture, and assists the Board in ensuring proper accountability within the Manager. In line with this, the Board has a standing policy that a Director must not allow himself or herself to get into a position where there is a conflict between his or her duty to CICT and his or her own interests. Where a Director has a conflict of interest in a particular matter, he or she will be required to disclose his or her interest to the Board, recuse himself or herself from deliberations on the matter and abstain from voting on the matter. Every

Director has complied with this policy, and where relevant, such compliance has been duly recorded in the minutes of meeting or written resolutions.

Furthermore, the Directors have the responsibility to act with due diligence in the discharge of their duties and ensure that they have the relevant knowledge to carry out and discharge their duties as directors, including understanding their roles as executive, non-executive, and independent directors, the business of CICT and the environment in which CICT operates. The Directors are also required to dedicate the necessary effort, commitment and time to their work as directors, and are expected to attend all meetings of the Board, except if unusual circumstances make attendance impractical.

Directors' Development

In view of the increasingly demanding, complex and multi-dimensional role of a director, the Board recognises the importance of continual training and development for its Directors so as to equip them to discharge the duties and responsibilities of their office as Directors to the best of their abilities. The NRC ensures that the Manager has in place a training and professional development framework to guide and support the Manager towards meeting the objective of having a Board which comprises individuals who are competent and possess up-to-date knowledge and skills necessary to discharge their duties and responsibilities. Directors who have no prior experience as a director of an issuer listed on the SGX-ST will be provided with training on the roles and responsibilities of a director of a listed issuer in accordance with the listing rules of the SGX-ST. The costs of training are borne by the Manager.

Upon appointment, each Director is provided with a formal letter of appointment and a copy of the Director's Manual (which includes information on a broad range of matters relating to the role, duties and responsibilities of a Director). All Directors, upon appointment, also undergo an induction programme which focuses on orientating the Director to CICT's business, operations, strategies, organisation structure, responsibilities of CEO and other persons having authority and responsibility for planning, directing and controlling the activities of the Manager (key management personnel), and financial and governance practices. The induction programme may include visits to the CICT Group's properties. Through the induction programme, the new Director also gets acquainted with members of Management which facilitates their interaction at Board meetings.

Following their appointment, the Directors are provided with opportunities for continuing education in areas such as director's duties and responsibilities, changes to regulations and accounting standards, and industry-related matters, so as to be updated on matters that affect or may enhance their performance as Directors or Board Committee members. The Directors may also contribute by recommending suitable training and development programmes to the Board. In FY 2021, the training and professional development programmes for the Directors included seminars conducted by experts and senior business leaders on board practices and issues faced by boards. Sharing and information sessions were also organised as part of Board meetings, where guest speakers and Management team members presented on key topics to the Board. The Directors also regularly receive reading materials on topical matters or subjects as well as updates on regulatory changes and their implications.

Board Committees

The Board has established various Board Committees to assist it in the discharge of its functions. These Board Committees are the Audit Committee (AC) and the Executive Committee (EC). In addition, the Nominating and Remuneration Committee (NRC) was established with effect from 25 October 2021. Prior to the establishment of the NRC, the Board as a whole performed the equivalent functions.

All the Board Committees have clear written terms of reference setting out their respective composition, authorities and duties, including reporting back to the Board. Each of the Board Committees operates under delegated authority from the Board with the Board retaining overall oversight. The decisions and significant matters discussed at the respective Board Committees are reported to the Board on a periodic basis. The minutes of the Board Committee meetings which record the key deliberations and decisions taken during these meetings are also circulated to all Board members for their information. The composition of the various Board Committees is set out on pages 37 to 41 and the inside back cover of this Annual Report. The duties and responsibilities of the Board Committees are set out in this Report.

The Board may form other Board Committees from time to time. The composition of each Board Committee is also reviewed regularly, and as and when there are changes to Board membership. Where appropriate, changes are made to composition of the Board Committees, with a view to ensuring there is an appropriate diversity of skills and experience, and fostering active participation and contributions from Board Committee members.

Meetings of Board and Board Committees

Board and Board Committee meetings are scheduled prior to the start of each financial year in consultation with the Directors. The Constitution of the Manager (Constitution) permits the Directors to participate in Board and Board Committee meetings via audio or video conference. If a Director is unable to attend a Board or Board Committee meeting, he or she may provide his or her comments to the Chairman or the relevant Board Committee chairman ahead of the meeting and these comments are taken into consideration in the deliberations. The Board and Board Committees may also make decisions by way of written resolutions.

In addition to scheduled meetings, the Board may also hold ad hoc meetings as required by business imperatives. The Directors (excluding the CEO) also meet from time to time without the presence of Management.

At each scheduled Board meeting, the Board is apprised of the following:

(a) significant matters discussed at the AC meeting which is typically scheduled before the Board meeting;
(b) AC's recommendation on CICT's periodic and year-end financial results following AC's review of the same;
(c) decisions made by Board Committees in the period under review;
(d) updates on the CICT Group's business and operations in the period under review, including market developments and trends, as well as business initiatives and opportunities;
(e) financial performance, budgetary and capital management related matters in the period under review, including any material variance between any projections in budget or business plans and the actual results from business activities and operations;
(f) any risk management issues that materially impact CICT's operations or financial performance;
(g) updates on key Unitholder engagements in the period under review, as well as analyst views and market feedback; and
(h) prospective transactions which Management is exploring.

This allows the Board to develop a good understanding of the progress of the CICT Group's business as well as the issues and challenges faced by CICT, and also promotes active engagement with Management.

The Manager adopts and practises the principle of collective decisions and therefore, no individual Director influences or dominates the decision-making process. There is mutual respect and trust among the Directors and therefore the Board benefits from a culture of frank and rigorous discussions. Such discussions conducted on a professional basis contribute to the dynamism and effectiveness of the Board. The Board composition is such that there is diversity in views and perspectives which enriches deliberations and contributes to better decision-making of the Board in the best interests of CICT. At Board and Board Committee meetings, all the Directors actively participate in discussions, in particular, they engage in open and constructive debate and challenge Management on its assumptions and recommendations.

Management provides the Directors with complete, adequate and timely information prior to Board and Board Committee meetings and on an ongoing basis. This enables the Directors to make informed decisions and discharge their duties and responsibilities.

As a general rule, meeting materials are provided to the Directors at least five working days prior to Board and Board Committee meetings, to allow them to prepare for the meetings and to enable discussions to focus on any questions or issues that they may have or identify. Agendas for Board and Board Committee meetings are prepared in consultation with the Chairman and the chairmen of the respective Board Committees. This provides assurance that there is time to cover all relevant matters during the meetings.

In line with the Manager's ongoing commitment to minimise paper wastage and reduce its carbon footprint, the Manager does not provide printed copies of Board and Board Committee meeting materials. Instead, the Directors are provided with tablet devices to enable them to access and review meeting materials prior to and during meetings. This initiative also enhances information security as the meeting materials are made available through a secure channel. The Directors are also able to review and approve written resolutions using the tablet devices.

A total of six Board meetings and five AC meetings were held in FY 2021. The key deliberations and decisions taken at Board and Board Committee meetings are minuted.

A record of the Directors' attendance at Board and Board Committee meetings for FY 2021 is set out on page 202 of this Annual Report. The CEO who is also a Director attends all Board meetings. He also attends all AC meetings on an ex officio basis. Other members of Management attend Board and Board Committee meetings as required to brief the Board and Board Committees on specific business matters.

There is active interaction between the Directors and Management during and outside Board and Board Committee meetings. The Directors have separate, independent and unfettered access to Management for any information that they may require. The Board and Management share a productive and harmonious relationship, which is critical for good governance and organisational effectiveness.

The Directors also have separate and independent access to the company secretary of the Manager (Company Secretary). The Company Secretary keeps herself abreast of relevant developments. She has oversight of corporate secretarial administration matters and advises the Board and Management on corporate governance matters. The Company Secretary attends Board meetings and assists the Chairman in ensuring that Board procedures are followed. The Company Secretary also facilitates the induction programme for new Directors and oversees professional development administration for the Directors. The appointment and the removal of the Company Secretary is subject to the Board's approval.

The Directors, whether individually or collectively as the Board, are entitled to have access to independent external professional advice where necessary, at the Manager's expense.

Principle 2: Board Composition and Guidance

Board Independence

The Board has a strong independent element as five out of eight directors, including the Chairman, are non-executive IDs. Other than the CEO who is the only executive Director on the Board, non-executive Directors make up the rest of the Board. None of the Directors have served on the Board for nine years or longer. No lead ID is appointed as the Chairman is an ID. Profiles of the Directors, their respective Board Committee memberships and roles are set out on pages 37 to 41 of this Annual Report. Key information on the Directors is also available on CICT's website at www.cict.com.sg (Website).

The Board, through the NRC, reviews from time to time the size and composition of the Board and each Board Committee, with a view to ensuring that the size is appropriate in facilitating effective decision-making, and the composition reflects a strong independent element as well as balance and diversity of thought and background. The review takes into account the scope and nature of the CICT Group's operations, and the competition that the CICT Group faces.

The Board, through the NRC, assesses annually (and as and when circumstances require) the independence of each Director in accordance with the requirements of the Listing Manual and the guidance in the Code, the Securities and Futures (Licensing and Conduct of Business) Regulations (SFR) and where relevant, the recommendations set out in the Practice Guidance accompanying the Code (Practice Guidance). A Director is considered independent if he or she is independent in conduct, character and judgement and:

(a) has no relationship with the Manager, its related corporations, its substantial shareholders, CICT's substantial Unitholders (being Unitholders who have interests in voting Units with 5% or more of the total votes attached to all voting Units) or the Manager's officers that could interfere, or be reasonably perceived to interfere with the exercise of his or her independent business judgement in the best interests of CICT;
(b) is independent from the management of the Manager and CICT, from any business relationship with the Manager and CICT, and from every substantial shareholder of the Manager and every substantial unitholder of CICT;
(c) is not a substantial shareholder of the Manager or a substantial unitholder of CICT;
(d) is not employed and has not been employed by the Manager or CICT or their related corporations in the current or any of the past three financial years;

(e) does not have an immediate family member who is employed or has been employed by the Manager or CICT or their related corporations in the current or any of the past three financial years and whose remuneration is or was determined by the Board; and
(f) has not served on the Board for a continuous period of nine years or longer.

There is a rigorous process to evaluate the independence of each ID. As part of the process:

(a) each ID provides information of his or her business interests and confirms, annually, that there are no relationships which interfere with the exercise of his or her independent business judgement with a view to the best interests of the Unitholders as a whole, and such information is then reviewed by the NRC; and
(b) the NRC also reflects on the respective IDs' conduct and contributions at Board and Board Committee meetings, in particular, whether the relevant ID has exercised independent judgement in discharging his or her duties and responsibilities.

Thereafter, the NRC's recommendation is presented to the Board for its approval. Each ID is required to recuse himself or herself from the NRC's and the Board's deliberations on his or her independence. In appropriate cases, the NRC also reviews the independence of an ID as and when there is a change of circumstances involving the ID. In this regard, an ID is required to report to the Manager when there is any change of circumstances which may affect his or her independence.

The Board, through the NRC, has carried out the assessment of the independence of the IDs for FY 2021, and the paragraphs below set out the outcome of the assessment. Each of the IDs had recused himself or herself from the NRC's and the Board's deliberations on his or her independence.

Ms Teo Swee Lian

Ms Teo is a non-executive director of Singapore Telecommunications Limited (Singtel) which provides telecommunication services to the CICT Group and CLI and its subsidiaries (CLI Group). Singtel is also a tenant of some shopping malls in CICT's portfolio. Ms Teo's role in Singtel is non-executive in nature and she is not involved in the business operations of Singtel. She was not involved in the process or approval of (i) the engagement of Singtel by the CICT Group or the CLI Group for the provision of telecommunication services; and (ii) the Singtel leases entered into between the CICT Group and Singtel. The aforementioned transactions are conducted in the ordinary course of business, on arm's length basis and based on normal commercial terms and market rates.

In addition to her directorship in Singtel which is a subsidiary of Temasek Holdings (Private) Limited (Temasek), Ms Teo also serves as a non-executive director of an associated company of Temasek. Temasek is deemed to be a substantial Unitholder through its direct and indirect interest in CLI, which is a substantial Unitholder of CICT. Ms Teo's role in this corporation is non-executive in nature and she is not involved in the day-to-day conduct of the business of this corporation. This corporation is an independently managed company under Temasek and the role does not require her to nor result in her having to act in accordance with any instructions, directions or wishes of Temasek in relation to the corporate affairs of CICT and the Manager.

The Board has considered the conduct of Ms Teo in the discharge of her duties and responsibilities as a Director, and is of the view that the relationships set out above did not impair her ability to act with independent judgement in the discharge of her duties and responsibilities as a Director. Save for the relationships stated above, Ms Teo does not have any other relationships and is not faced with any of the circumstances identified in the Code, SFR and Listing Manual, or any other relationships which may affect her independent judgement. The Board is therefore of the view that Ms Teo has exercised independent judgement in the discharge of her duties and responsibilities. Based on the above, the Board arrived at the determination that Ms Teo is an ID. Ms Teo will recuse herself from participating in any Board's deliberation on any transactions that could potentially give rise to a conflict of interest.

Mrs Quek Bin Hwee

Mrs Quek served as a non-executive Director of The Hongkong and Shanghai Banking Corporation Limited, (HSBC), which provides banking services to the CICT Group and CLI Group; HSBC's wholly owned subsidiary, the Trustee, provides trustee services to the CICT Group. In FY 2021, HSBC was also a tenant at The Atrium@Orchard, which is a property in CICT's portfolio. Mrs Quek stepped down from HSBC in June 2021. Mrs Quek's role in HSBC was non-executive in nature and she was not involved in the day-to-day conduct of the business of HSBC and the Trustee. She was not involved in the process or approval of (i) the engagement of HSBC and the Trustee by the CICT Group or the CLI Group for the provision of services; and (ii) the lease entered into between the CICT Group and HSBC. The aforementioned transactions were carried out in the ordinary course of business, on arm's length basis and based on normal commercial terms. Mrs Quek is also a non-executive Director of Mapletree Oakwood Holdings Pte Ltd (MOH) and Certis Cisco Security Pte. Ltd. (CCS), subsidiaries of Temasek. CCS provides security services to the CICT Group and CLI Group. In addition, it had purchased CapitaVouchers from the CLI Group during FY 2021. Mrs Quek's role in MOH and CCS is non-executive in nature and she is not involved in the day-to-day conduct of the business of MOH and CCS. MOH invests in a different asset class from CICT and so this role does not pose any conflict of interest issues for Mrs Quek. The services provided by CCS are in the ordinary course of business, on arm's length basis and based on normal commercial terms. Mrs Quek was also not involved in the process of negotiations of the sale of CapitaVouchers by the CLI Group to CCS. These corporations are independently managed companies under Temasek and the roles do not require her to nor result in her having to act in accordance with any instructions, directions or wishes of Temasek in relation to the corporate affairs of CICT and the Manager. The Board therefore considers that the relationships set out above did not impair her independence and objectivity.

The Board has considered the conduct of Mrs Quek in the discharge of her duties and responsibilities as a Director, and is of the view that the relationships set out above did not impair her ability to act with independent judgement in the discharge of her duties and responsibilities as a Director. Save for the relationships stated above, Mrs Quek does not have any other relationships and is not faced with any of the circumstances identified in the Code, SFR and Listing Manual, or any other relationships which may affect her independent judgement. The Board is therefore of the view that Mrs Quek has exercised independent judgement in the discharge of her duties and responsibilities. Based on the above, the Board arrived at the determination that Mrs Quek is an ID. Mrs Quek will recuse herself from participating in any Board's deliberation on any transactions that could potentially give rise to a conflict of interest.

Mr Leo Mun Wai

Mr Leo serves as a non-executive director of Great Eastern General Insurance Limited (GEGIL), which provided a range of corporate insurance plans and coverage for Industrial All Risks, Property Damages and Business Interruption and claim settlement services, to the CICT Group and CLI Group. Mr Leo also serves as a non-executive director of The Great Eastern Life Assurance Company Limited (GEL), which had purchased STAR$® under the CapitaStar app (CLI's lifestyle and loyalty app) from the CLI Group during FY 2021. CLI Group has also provided campaign management and marketing services through the CapitaStar app to GEL. Mr Leo's roles in GEGIL and GEL are non-executive in nature and he was not involved in the process, negotiations or approval of (i) the engagement by the CICT Group and CLI Group of GEGIL for the provision of corporate insurance plans and coverage and claim settlement services, and (ii) the sale of STAR$® by the CLI Group to GEL or the provision of campaign management and marketing services through the CapitaStar app by the CLI Group to GEL. The aforementioned transactions were carried out in the ordinary course of business, on arm's length basis and based on normal commercial terms.

The Board has considered the conduct of Mr Leo in the discharge of his duties and responsibilities as a Director, and is of the view that the relationships set out above did not impair his ability to act with independent judgement in the discharge of his duties and responsibilities as a Director. Save for the relationships stated above, Mr Leo does not have any other relationships and is not faced with any of the circumstances identified in the Code, SFR and Listing Manual, or any other relationships which may affect his independent judgement. The Board is therefore of the view that Mr Leo has exercised independent judgement in the discharge of his duties and responsibilities. Based on the above, the Board arrived at the determination that Mr Leo is an ID. Mr Leo will recuse himself from participating in any Board's deliberation on any transactions that could potentially give rise to a conflict of interest.

Ms Jeann Low Ngiap Jong

Ms Low was the Group Chief Corporate Officer of Singtel from April 2015 to April 2021 and presently serves as Singtel's Senior Advisor; she also serves as a non-executive director of Amobee Asia Pte. Ltd. (Amobee). Singtel and Amobee provide telecommunication services and digital advertising services, respectively, to the CICT Group and CLI Group. Singtel is also a tenant of some shopping malls in CICT's portfolio. Ms Low's roles in Singtel and Amobee is non-executive in nature and she is not involved in the business operations of Singtel or Amobee. She was not involved in the process or approval of (i) the engagement of Singtel and Amobee by the CICT Group or the CLI Group for the provision of telecommunication services and digital advertising services, respectively; and (ii) the

Singtel leases entered into between the CICT Group and Singtel. The aforementioned transactions are conducted in the ordinary course of business, on arm's length basis and based on normal commercial terms and market rates.

In addition to her role in Singtel and directorship in Amobee which are subsidiaries of Temasek, Ms Low also serves as a non-executive director of certain other subsidiaries of Temasek. Temasek is deemed to be a substantial Unitholder through its direct and indirect interest in CLI, which is a substantial Unitholder of CICT. Ms Low's role in these corporations is non-executive in nature and she is not involved in the day-to-day conduct of the business of these corporations. These corporations are independently managed companies under Temasek and the roles do not require her to nor result in her having to act in accordance with any instructions, directions or wishes of Temasek in relation to the corporate affairs of CICT and the Manager.

The Board has considered the conduct of Ms Low in the discharge of her duties and responsibilities as a Director, and is of the view that the relationships set out above did not impair her ability to act with independent judgement in the discharge of her duties and responsibilities as a Director. Save for the relationships stated above, Ms Low does not have any other relationships and is not faced with any of the circumstances identified in the Code, SFR and Listing Manual, or any other relationships which may affect her independent judgement. The Board is therefore of the view that Ms Low has exercised independent judgement in the discharge of her duties and responsibilities. Based on the above, the Board arrived at the determination that Ms Low is an ID. Ms Low will recuse herself from participating in any Board's deliberation on any transactions that could potentially give rise to a conflict of interest.

Mr Stephen Lim Beng Lin

Mr Lim served as a non-executive director of NTUC Fairprice Co-operative Limited (NTUC) which is a tenant in some of the malls in CICT's portfolio. He stepped down from NTUC in May 2021. Mr Lim also serves as a board member of the Housing and Development Board (HDB), which had purchased CapitaVouchers from the CLI Group in FY 2020. Mr Lim's role in NTUC and HDB is non-executive in nature and he was not involved in the business operations of NTUC or HDB. He was not involved in (i) the process or approval of the leases entered into between the CICT Group and NTUC; and (ii) the process of negotiations of the sale of CapitaVouchers by the CLI Group to NTUC. The aforementioned transactions with the CICT Group and CLI Group are conducted in the ordinary course of business, on arm's length basis and based on normal commercial terms and market rates.

The Board has considered the conduct of Mr Lim in the discharge of his duties and responsibilities as a Director, and is of the view that the relationships set out above did not impair his ability to act with independent judgement in the discharge of his duties and responsibilities as a Director. Save for the relationships stated above, Mr Lim does not have any other relationships and is not faced with any of the circumstances identified in the Code, SFR and Listing Manual, or any other relationships which may affect his independent judgement. The Board is therefore of the view that Mr Lim has exercised independent judgement in the discharge of his duties and responsibilities. Based on the above, the Board arrived at the determination that Mr Lim is an ID. Mr Lim will recuse himself from participating in any Board's deliberation on any transactions that could potentially give rise to a conflict of interest.

The Board is of the view that as at the last day of FY 2021, each of Ms Teo, Mrs Quek, Mr Leo, Ms Low and Mr Lim was able to act in the best interests of all the Unitholders in respect of the period in which they served as directors in FY 2021.

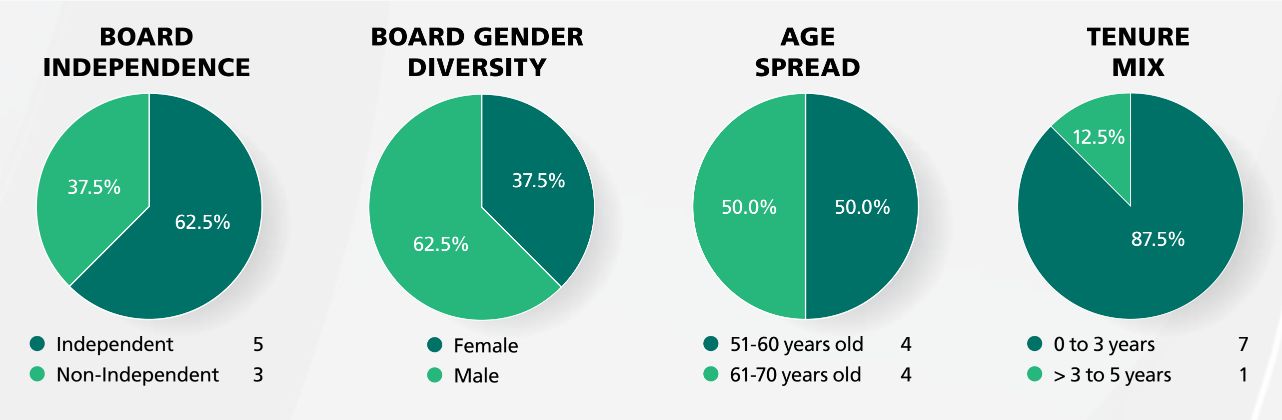
Board Diversity

The Board embraces diversity and has formally adopted a Board Diversity Policy. The Board Diversity Policy provides for the Board to comprise talented and dedicated Directors with a diverse mix of expertise, experience, perspectives, skills and backgrounds, with due consideration to diversity factors, including but not limited to, diversity in business or professional experience, age and gender.

The Board believes in diversity and values the benefits that diversity can bring to the Board in its deliberations by avoiding groupthink and fostering constructive debate. Diversity enhances the Board's decision-making capability and ensures that the Manager has the opportunity to benefit from all available talent and perspectives.

The NRC, in carrying out its duties of determining the optimal composition of the Board in its Board renewal process, identifying possible candidates and making recommendations of board appointments to the Board, considers diversity factors such as age, educational, business and professional backgrounds of its members.

Female representation is also considered an important aspect of diversity. The current Board comprises eight members who are corporate and business leaders, and are professionals with varied backgrounds, expertise and experience including in finance, banking, retail management, investment, real estate, legal, accounting and general management. The current Board has three female members, one of whom is the Chairman of the Board. For further information on the Board's work in this regard, please refer to "Board Membership" under Principle 4 in this Report.



Principle 3: Chairman and Chief Executive Officer

The roles and responsibilities of the Chairman and the CEO are held by separate individuals, in keeping with the principles that there be a clear division of responsibilities between the leadership of the Board and Management and that no one individual has unfettered powers of decision-making. The non-executive independent Chairman is Ms Teo Swee Lian, whereas the CEO is Mr Tony Tan Tee Hieong. They do not share any family ties. The Chairman and the CEO enjoy a positive and constructive working relationship between them, and support each other in their respective leadership roles.

The Chairman provides leadership to the Board and facilitates the conditions for the overall effectiveness of the Board, Board Committees and individual Directors. This includes setting the agenda of Board meetings, ensuring that there is sufficient information and time at meetings to address all agenda items, and promoting open and constructive engagement among the Directors as well as between the Board and the CEO on strategic issues.

The Chairman devotes considerable time to understanding the business of CICT, as well as the issues and the competition that CICT faces. She plays a significant leadership role by providing clear oversight, direction, advice and guidance to the CEO. She also maintains open lines of communication and engages with other members of Management regularly, and acts as a sounding board for the CEO on strategic and significant operational matters.

The Chairman also presides over the Annual General Meeting (AGM) each year and other general meetings where she plays a crucial role in fostering constructive dialogue between the Unitholders, the Board and Management.

The CEO has full executive responsibilities to manage the CICT Group's business and to develop and implement policies approved by the Board.

The separation of the roles and responsibilities of the Chairman and the CEO and the resulting clarity of roles provide a healthy professional relationship between the Board and Management, facilitate robust deliberations on the CICT Group's business activities and the exchange of ideas and views to help shape the strategic process, and ensure an appropriate balance of power, increased accountability and greater capacity of the Board for independent decision-making.

As the roles of the Chairman and the CEO are held by separate individuals who are not related to each other, and the Chairman is an ID, no lead ID has been appointed. Moreover, the Board has a strong independent element as five out of eight directors (including the Chairman) are non-executive IDs. There are also sufficient measures in place to address situations where the Chairman is conflicted as the Directors are required to recuse themselves from deliberations and abstain from voting on any matters that could potentially give rise to conflict. Accordingly, the foregoing is consistent with the intent of Principle 3 of the Code.

Principle 4: Board Membership

The Board has a formal and transparent process for the appointment and re-appointment of Directors, taking into account the need for progressive renewal of the Board. With effect from 25 October 2021, it has established the NRC, which makes recommendations to the Board on all appointments to the Board and Board Committees. All Board appointments are made based on merit and approved by the Board.

The NRC comprises three non-executive Directors, two of whom (including the chairman of the NRC) are IDs. The NRC has met twice since its establishment in October 2021.

The NRC has also reviewed and approved various matters within its remit via circulating papers.

Under its terms of reference, the NRC's scope of duties and responsibilities includes:

(a) reviewing and making recommendations to the Board on the structure, size and composition of the Board and its Board Committees and formulating succession plans for Directors;
(b) reviewing the performance of the Board, Board Committees and individual Directors and the results of such evaluation annually;
(c) considering annually and, as and when circumstances require, if a Director is independent; and
(d) considering and making recommendations to the Board on the appointment and re-appointment of Directors.

The NRC's duties and responsibilities in relation to remuneration matters are set out on page 184 of this Annual Report.

Board Composition and Renewal

The Board, through the NRC, strives to ensure that there is an optimal blend in the Board of backgrounds, experience and knowledge in business and general management, expertise relevant to the CICT Group's business and track record, and that each Director can bring to the Board an independent and objective perspective to enable balanced and well-considered decisions to be made in the interests of the CICT Group. The Board has a few members who have prior working experience in the sector that CICT operates in.

There is a structured process for determining Board composition and for selecting candidates for appointment as Directors. In undertaking its duty of reviewing and making Board appointment recommendations to the Board, the NRC considers different time horizons for purposes of succession planning. The NRC evaluates the Board's competencies on a long term basis and identifies competencies which may be further strengthened in the long term to achieve CICT's strategy and objectives. As part of medium-term planning, the NRC seeks to refresh the membership of the Board progressively and in an orderly manner, whilst ensuring continuity and sustainability of corporate performance. The NRC also considers contingency planning to prepare for sudden and unforeseen changes. In reviewing succession plans, the NRC has in mind CICT's strategic priorities and the factors affecting the long-term success of CICT. Board succession planning takes into account the need to maintain flexibility to effectively address succession planning and to ensure that the Manager continues to attract and retain highly qualified individuals to serve on the Board. The NRC aims to maintain an optimal Board composition by considering the trends affecting CICT, reviewing the skills needed and identifying gaps, including considering whether there is an appropriate level of diversity of thought. The process ensures that the Board composition is such that the Board has capabilities and experience which are aligned with CICT's strategy and environment, and includes the following considerations: (a) the current size of the Board and Board Committees, composition mix and core competencies, (b) the candidate's/Director's independence, in the case of an independent director, (c) the composition requirements for the Board and relevant Board Committees (if the candidate/Director is proposed to be appointed to any Board Committee), and (d) the candidate's/Director's age, gender, track record, experience and capabilities and such other relevant factors as may be determined by the Board, which would provide an appropriate balance and contribute to the collective skills of the Board.

The Board supports the principle that Board renewal is a necessary and continual process, for good governance and ensuring that the Board has the skills, expertise and experience which are relevant to the evolving needs of the CICT Group's business.

Board succession planning is carried out through the annual review by the NRC of the Board's composition as well as when a Director gives notice of his or her intention to retire or resign. The outcome of that review is reported to the Board. The Board also has in place guidelines on the tenure of Directors. The guidelines provide that an ID should serve for no more than a maximum of two three-year terms and any extension of tenure beyond six years will be reviewed on a yearly basis up to a period of nine years (inclusive of the initial two three-year terms served) by the NRC in arriving at a recommendation to the Board.

The NRC identifies suitable candidates for appointment to the Board. Searches for possible candidates are conducted through contacts and recommendations. In this regard, external consultants may be retained from time to time to assist the NRC in identifying candidates. Candidates are identified based on the needs of CICT and the relevant skills required, taking into account, among other things, the requirements in the Listing Manual and the Code, as well as the factors in the Board Diversity Policy. The candidates will be assessed against a range of criteria including their demonstrated business sense and judgement, skills and expertise, and market and industry knowledge (and may include elements such as financial, sustainability or other specific competency, geographical representation and business background). The NRC also considers the qualities of the candidates, in particular whether they are aligned to the strategic directions and values of CICT. In addition, the NRC assesses the candidates' ability to commit time to the affairs of CICT, taking into consideration their other current appointments. The NRC uses a skills matrix to determine the skills gaps of the Board and if the expertise and experience of a candidate would complement those of the existing Board members.

As part of the Board renewal process, Ms Jeann Low Ngiap Jong was appointed as a non-executive ID and a member of the AC, and Mr Stephen Lim Beng Lin was appointed as a non-executive ID, with effect from 16 August 2021. Upon the establishment of the NRC on 25 October 2021, Ms Teo Swee Lian was appointed as chairman of the NRC and Mr Lim and Mr Jonathan Yap Neng Tong were appointed as members of the NRC. Mr Yap also ceased his membership in the AC as of 25 October 2021.

Mrs Quek Bin Hwee was appointed as chairman of the AC with effect from 1 November 2021, following the retirement of Mr Lee Khai Fatt, Kyle as a non-executive ID and relinquishing his role as chairman of the AC. Mr Ng Wai King had also retired as a non-executive ID and a member of the AC with effect from 1 November 2021.

Directors who are appointed to the Board from time to time either have prior experience as a director of an issuer listed on the SGX-ST or will undergo the training required under Rule 210(5)(a) of the Listing Manual. Ms Jeann Low and Mr Stephen Lim will undergo the requisite training under Rule 210(5)(a) of the Listing Manual before 15 August 2022 (being one year from the date of their appointments to the Board).

Review of Directors' Ability to Commit Time

In view of the responsibilities of a Director, Directors need to be able to devote sufficient time and attention to adequately perform their duties and responsibilities. The NRC conducts a review of the other appointments and commitments of each Director on an annual basis and as and when there is a change of circumstances involving a Director which may affect his or her ability to commit time to the Manager. In this regard, Directors are required to report to the Board any changes in their other appointments.

In respect of the Directors' other appointments and commitments, no limit is set as to the number of listed company board appointments. The Board takes the view that the number of listed company directorships that an individual may hold should be considered on a case-by-case basis, as a person's available time and attention may be affected by many different factors, such as his or her individual capacity, whether he or she is in full-time employment, the nature of his or her other responsibilities and his or her near term plan regarding some of the other appointments. A Director with multiple directorships is expected to ensure that he or she can devote sufficient time and attention to the affairs of the Manager. IDs are also required to consult the Chairman before accepting any invitation for appointment as a director of another entity or offer of a full time executive appointment.

There is also no alternate director to any of the Directors. In keeping with the principle that a Director must be able to commit time to the affairs of the Manager, the Board has adopted the principle that it will generally not approve the appointment of alternate directors to the Directors.

Each of the Directors is required to make his or her own self-assessment and confirm that he or she is able to devote sufficient time and attention to the affairs of the Manager. For FY 2021, all non-executive Directors had undergone the self-assessment and provided the confirmation.

On an annual basis and, where appropriate when there is a change of circumstances involving a Director, the NRC assesses each Director's ability to commit time to the affairs of the Manager. In the assessment, the NRC takes into consideration each Director's confirmation, his or her commitments, attendance record at meetings of the Board and Board Committees, as well as conduct and contributions (including preparedness and participation) at Board and Board Committee meetings.

The Directors' listed company directorships and principal commitments are disclosed on pages 37 to 41 of this Annual Report and their attendance record for FY 2021 is set out on page 202 of this Annual Report. In particular, the CEO does not serve on any listed company board outside of the CICT Group. For FY 2021, the Directors achieved high meeting attendance rates and have contributed positively to discussions at Board and Board Committee meetings. Based on the above, the NRC has determined that each Director has been adequately carrying out his or her duties as a Director and noted that no Director has a significant number of listed directorships and principal commitments.

The Board, taking into consideration the NRC's assessment, has noted that each Director has been adequately carrying out his or her duties and responsibilities as a Director of the Company.

Principle 5: Board Performance

The Manager believes that oversight from a strong and effective Board goes a long way towards guiding a business enterprise to achieving success.

Whilst Board performance is ultimately reflected in the long-term performance of the CICT Group, the Board believes that engaging in a regular process of self-assessment and evaluation of Board performance provides an opportunity for the Board to reflect on its effectiveness including the quality of its decisions, and for Directors to consider their performance and contributions. It also enables the Board to identify key strengths and areas for improvement which are essential to effective stewardship and attaining success for CICT.

The Board undertakes, with the assistance of the NRC, a process to evaluate the effectiveness of the Board as a whole and that of each of its Board Committees and individual Directors for every financial year. As part of the process, a questionnaire is sent to the Directors. The evaluation results are aggregated and reported to the NRC, and thereafter the Board. The findings are considered by the Board and follow up action is taken where necessary with a view to enhancing the effectiveness of the Board, Board Committees and individual Directors in the discharge of its and their duties and responsibilities.

Board and Board Committees

The evaluation categories covered in the questionnaire include Board composition, Board processes, strategy, performance and governance, access to information and Board Committee effectiveness. As part of the questionnaire, the Board also considers whether the creation of value for Unitholders has been taken into account in the decision-making process. For FY 2021, the outcome of the evaluation was satisfactory and the Board as a whole, and each of the Board Committees, received affirmative ratings across all the evaluation categories.

Individual Directors

The evaluation categories covered in the questionnaire include Director's duties, contributions, conduct and interpersonal skills, as well as strategic thinking and risk management. For FY 2021, the outcome of the evaluation was satisfactory and each of the Directors on the whole received affirmative ratings across all the evaluation categories.

The Board also recognises that contributions by an individual Director can take different forms including providing objective perspectives on issues, facilitating business opportunities and strategic relationships, and accessibility to Management outside of the formal environment of Board and Board Committee meetings.

Board Evaluation as an Ongoing Process

The Board believes that performance evaluation should be an ongoing process and the Board achieves this by seeking feedback on a regular basis. The regular interactions between the Directors, and between the Directors and Management, also contribute to this ongoing process. Through this process of engaging its members, the Board also benefits from an understanding of shared norms between Directors which also contributes to a positive Board culture. The collective Board performance and the contributions of individual Directors are also reflected in, and evidenced by, the synergistic performance of the Board in discharging its responsibilities as a whole by providing proper guidance, diligent oversight and able leadership, and lending support to Management in steering CICT in the appropriate direction, as well as the long-term performance of CICT whether under favourable or challenging market conditions.

REMUNERATION MATTERS

Principles 6, 7 and 8: Procedures for Developing Remuneration Policies, Level and Mix of Remuneration and Disclosure on Remuneration

All fees and remuneration payable to Directors, key management personnel (including the CEO) and staff of the Manager are paid by the Manager.

The Board has a formal and transparent procedure for developing policies on Director and executive remuneration, and for fixing the remuneration packages of individual Directors and key management personnel.

It has established the NRC to review the Board remuneration framework and determine the specific remuneration for the Directors. The NRC also reviews the compensation framework and remuneration for the CICT Group's executives and approves the specific remuneration packages for the key management personnel.

Guided by its terms of reference, the NRC oversees the development and succession planning for the CEO. This includes overseeing the process for selection of the CEO and conducting an annual review of career development and succession matters for the CEO.

Remuneration Policy for Key Management Personnel

The remuneration framework and policy are designed to support the implementation of the CICT Group's business strategy and deliver sustainable returns to Unitholders. The principles governing the remuneration policies of the Manager's key management personnel are as follows:

Business Alignment

- Focus on generating rental income and enhancing asset value over time so as to maximise returns from investments and ultimately the distributions and total returns to Unitholders
- Provide sound and structured funding to ensure affordability and cost-effectiveness in line with performance goals
- Enhance retention of key talents to build strong organisational capabilities

Motivate Right Behaviour

- Pay for performance - align, differentiate and balance rewards according to multiple dimensions of performance
- Strengthen line-of-sight linking rewards and performance

Fair & Appropriate
• Ensure competitive remuneration relative to the appropriate external talent markets • Manage internal equity such that remuneration is viewed as fair across the CICT Group • Significant and appropriate portion of pay-at-risk, taking into account risk policies of the CICT Group, symmetrical with risk outcomes and sensitive to the risk time horizon

Effective Implementation
• Maintain rigorous corporate governance standards • Exercise appropriate flexibility to meet strategic business needs and practical implementation considerations • Facilitate employee understanding to maximise the value of the remuneration programme

These remuneration policies are in line with the CICT Group's business strategy and the executive compensation framework is based on the key principle of linking pay to performance, which is emphasised by linking total remuneration to the achievement of corporate and individual goals and objectives. The NRC considers all aspects of remuneration, including termination terms, to ensure they are fair , and has access to remuneration consultants for advice on remuneration matters as required.

In reviewing policies on remuneration and determining the remuneration packages for key management personnel, the NRC, through an independent remuneration consultant, takes into consideration appropriate compensation benchmarks within the industry, so as to ensure that the remuneration packages payable to key management personnel are competitive and in line with the objectives of the remuneration policies. It also considers the compensation framework of CLI as a point of reference. The Manager is a subsidiary of CLI which also holds a significant stake in CICT. The association with the CLI Group puts the Manager in a better position to attract and retain better qualified management talent. Additionally, it provides an intangible benefit to the Manager such that it allows its employees to associate themselves with an established corporate group which can offer them the depth and breadth of experience and enhanced career development opportunities.

In FY 2021, Willis Towers Watson was appointed as independent remuneration consultant to provide professional advice on executive remuneration. Willis Towers Watson is a leading global advisory, broking and solutions company with over 45,000 employees serving more than 140 countries and markets. The consultant is not related to the Manager, its controlling shareholder, related corporations or any of its Directors.

Remuneration of Key Management Personnel

Remuneration of key management personnel comprises fixed components, a variable cash component, Unit-based components and employee benefits. A significant proportion of key management personnel's remuneration is in the form of variable compensation, awarded in a combination of short-term and long-term incentives, in keeping with the principle that the interests of the key management personnel should be aligned with those of Unitholders and that the remuneration framework should link rewards to business and individual performance.

A. Fixed Components:
The fixed components comprise the base salary, fixed allowances and compulsory employer contribution to an employee's Central Provident Fund.

B. Variable Cash Component:
The variable cash component comprises the Balanced Scorecard Bonus Plan (BSBP) that is linked to the achievement of annual performance targets for each key management personnel.

Under the Balanced Scorecard framework, the CICT Group's strategy and goals are translated to performance outcomes comprising both quantitative and qualitative targets in the dimensions of:

Financial	This includes targets relating to profitability and distributions, capital structure, as well as financial and risk management;
Execution	This includes targets relating to occupancy rates, operational efficiency and stakeholder engagement;
Future Growth	This includes targets relating to assets enhancements and capital recycling; and
Sustainability	This includes targets relating to talent retention, succession planning and sustainable corporate practices.

These Balanced Scorecard targets are approved by the Board and cascaded down throughout the organisation, thereby creating alignment across the CICT Group.

After the close of each financial year, the Board reviews the CICT Group's achievements against the targets set in the Balanced Scorecard and determines the overall performance taking into consideration qualitative factors such as the quality of earnings, operating environment, regulatory landscape and industry trends.

In determining the payout quantum for each key management personnel under the BSBP, the NRC considers the overall business performance and individual performance as well as the affordability of the payout to the Manager.

C. Unit-based Components:

Unit awards were granted in FY 2021 pursuant to the CapitaLand Integrated Commercial Trust Management Limited Performance Unit Plan (PUP) and CapitaLand Integrated Commercial Trust Management Limited Restricted Unit Plan (RUP) (together, the Unit Plans), approved by the Board. The Manager believes that the Unit-based components of the remuneration for key management personnel serve to align the interests of such key management personnel with that of Unitholders and CICT's long-term growth and value. The obligation to deliver the Units is satisfied out of existing Units held by the Manager.

To promote the alignment of Management's interests with that of Unitholders in the longer term, senior members of Management are subject to Unit ownership guidelines to instil stronger identification with the longer-term performance and growth of the CICT Group. Under these guidelines, senior members of Management are required to retain a prescribed proportion of Units received under the Unit Plans worth up to at least one year of basic salary.

Units vested pursuant to the Unit Plans may be clawed back in circumstances where the relevant participants were involved in financial misstatement, misconduct, fraud or malfeasance to the detriment of the CICT Group.

CapitaLand Integrated Commercial Trust Management Limited Performance Unit Plan

In FY 2021, the Board granted awards which are conditional on targets set for a three-year performance period. A specified number of Units will only be released to the recipients at the end of the qualifying performance period, provided that minimally the threshold target is achieved. Under the PUP, an initial number of Units (PUP baseline award) is allocated conditional on the achievement of a pre-determined target in respect of the Relative Total Unitholder Return (TUR) of the CICT Group measured by the percentile ranking of the TUR of the CICT Group relative to the constituent REITs in the FTSE ST REIT Index.

The above performance measure has been selected as a key measurement of wealth creation for Unitholders. The final number of Units to be released will depend on the CICT Group's performance against the pre-determined targets over the three-year qualifying performance period. This serves to align Management's interests with that of Unitholders in the longer term and to deter short-term risk taking. No Units will be released if the threshold target is not met at the end of the qualifying performance period. On the other hand, if superior targets are met, more Units than the PUP baseline award can be delivered up to a maximum of 200% of the PUP baseline award. The NRC has the discretion to adjust the number of Units released taking into consideration other relevant quantitative and qualitative factors. Recipients will receive fully paid Units at no cost.

For FY 2021, the relevant award for assessment of the performance achieved by the CICT Group is the award granted in FY 2019 where the qualifying performance period was FY 2019 to FY 2021. Based on the NRC's assessment that the performance achieved by the CICT Group has met the pre-determined performance targets for such performance period, the resulting number of Units released has been adjusted accordingly to reflect the performance level.

In respect of the Unit awards granted under the PUP in FY 2020 and FY 2021, the respective qualifying performance periods have not ended as at the date of this Report.

CapitaLand Integrated Commercial Trust Management Limited Restricted Unit Plan
In FY 2021, the Board granted awards which are conditional on targets set for a one-year performance period. A specified number of Units will only be released to recipients at the end of the qualifying performance period, provided that minimally the threshold targets are achieved.

Under the RUP, an initial number of Units (RUP baseline award) is allocated conditional on the achievement of pre-determined targets in respect of the following performance conditions:

(a) Net property income of the CICT Group; and
(b) Distribution per Unit of the CICT Group.

The above performance measures have been selected as they are the key drivers of business performance and are aligned to Unitholder value. The final number of Units to be released will depend on the CICT Group's performance against the pre-determined targets at the end of the one-year qualifying performance period. The Units will be released in equal annual tranches over a vesting period of three years. No Units will be released if the threshold targets are not met at the end of the qualifying performance period. On the other hand, if superior targets are met, more Units than the RUP baseline award can be delivered up to a maximum of 150% of the RUP baseline award. The NRC has the discretion to adjust the number of Units released taking into consideration other relevant quantitative and qualitative factors. Recipients will receive fully paid Units at no cost.

In respect of the Unit awards granted under the RUP in FY 2021, based on the NRC's assessment that the performance achieved by the CICT Group has met the pre-determined performance targets for FY 2021, the resulting number of Units released has been adjusted accordingly to reflect the performance level.

The Unit Plans of the Manager are performance-based and vest over a period of three years. Coupled with interlocking annual grants, this ensures ongoing alignment between remuneration and sustainable business performance in the longer term.

D. Employee Benefits:
The benefits provided are comparable with local market practices.

At present, there are four key management personnel. Each year, the NRC evaluates the extent to which each of the key management personnel has delivered on the business and individual goals and objectives, and based on the outcome of the evaluation, approves the compensation for the key management personnel. In such evaluation, the NRC considers whether the level of remuneration is appropriate to attract, retain and motivate key management personnel to successfully manage CICT for the long term. The CEO does not attend discussions relating to his own performance and remuneration.

Provision 8.1 of the Code requires an issuer to disclose the CEO's exact remuneration amount and the requisite remuneration band for each of the other key management personnel (who are not also Directors or the CEO). The Board has considered carefully and decided that such disclosure would not be in the interests of the Manager or

Unitholders due to the intense competition for talents in the industry, as well as the need to balance the confidential and commercial sensitivities associated with remuneration matters. The Manager is making available, however, the CEO's remuneration amount in a band of S$250,000 and the aggregate of the total remuneration of the other key management personnel (excluding the CEO) together with a breakdown of their respective remuneration components in percentage terms, which are set out in the Key Management Personnel's Remuneration Table on page 203 of this Annual Report. The Manager is of the view that its practice of disclosing the aforementioned information and the other disclosures on this Report is consistent with the intent of Principle 8 of the Code and provides sufficient information and transparency to the Unitholders on the Manager's remuneration policies and the level and mix of remuneration, the procedure for setting remuneration and the relationship between remuneration, performance and value creation. In addition, the remuneration of the key management personnel is not borne by CICT as it is paid out of the fees that the Manager receives (the quantum and basis of which have been disclosed).

Apart from the key management personnel and other employees of the Manager, the Manager outsources various other services to a wholly owned subsidiary of CLI (CLI Subsidiary). The CLI Subsidiary provides the services through its employees and employees of CLI Group (together, the Outsourced Personnel). This arrangement is put in place so as to provide flexibility and maximise efficiency in resource management to match the needs of CICT from time to time, as well as to leverage on economies of scale and tap on the management talent of an established corporate group which can offer enhanced depth and breadth of experience. However, notwithstanding the outsourcing arrangement, the responsibility for due diligence, oversight and accountability continues to reside with the Board and Management. In this regard, the remuneration of such Outsourced Personnel, being employees of the CLI Subsidiary and CLI Group, is not included as part of the disclosure of remuneration of key management personnel of the Manager in this Report.

The Board, together with the NRC, seeks to ensure that the remuneration of the CEO and other key management personnel is strongly linked to the achievement of business and individual performance targets. The performance targets are set at realistic yet stretched levels each year to motivate a high degree of business performance with emphasis on both shorter-term and longer-term quantifiable objectives.

In FY 2021, a one-time Special CLI Founders Performance Share Plan (Special PSP Award) was granted by the CLI Group to selected senior executives within the group (including the Manager) to commemorate its listing, foster a "founders' mindset" in driving transformation, and retain talent. The grant has a five-year vesting period with defined performance parameters which are linked to CLI. Subject to the performance achieved, the award may vest at the end of the third year and/or fifth year. In addition, such compensation is in the long-term interests of CICT as CICT is a key part of CLI's business and ecosystem (and it is also the largest Unitholder of CICT), and Management's actions to grow CICT and drive CICT's performance will also have a positive impact on CLI, thus reinforcing the complementary nature of the linked performance between CICT and CLI. The cost of this one-time award will be borne by the Manager and it will not form a significant part of the key management personnel's annual remuneration. In addition, as can be seen in the "Key Management Personnel's Remuneration Table for FY 2021", a proportion of the Management's remuneration is paid in the form of Units, which further incentivises the Management to take actions which are beneficial to the Unitholders. Accordingly, the Special PSP Award will not result in the Management prioritising the interest of CLI over that of CICT given that the bulk of their remuneration is determined based on the evaluation of the performance of CICT and a proportion of their remuneration comprises Units. In addition, it should be further noted that under the SFA, the Manager and Directors of the Manager are required to act in the best interest of CICT and give priority to the interest of CICT over the interests of the shareholders of the Manager, and this would further mitigate any potential conflicts of interests. Save for the Special PSP Award, the NRC will continue to assess and reward the key management personnel based on the performance of CICT. Accordingly, the Manager is of the view that there would not be any conflicts of interest arising from the arrangement, nor would the arrangement result in any misalignment of interest with those of Unitholders.

In FY 2021, no termination, retirement or post-employment benefits were granted to Directors, the CEO and other key management personnel. There was also no special retirement plan, 'golden parachute' or special severance package for any of the key management personnel.

In FY 2021, there were no employees of the Manager who were substantial shareholders of the Manager, substantial Unitholders of CICT or immediate family members of a Director, the CEO, any substantial shareholder of the Manager or any substantial Unitholder of CICT. "Immediate family member" refers to the spouse, child, adopted child, step-child, sibling or parent of the individual.

Disclosures under AIFMR

The Manager is required under the AIFMR to make quantitative disclosures of remuneration. Disclosures are provided in relation to (a) the staff of the Manager; (b) staff who are senior management; and (c) staff who have the ability to materially affect the risk profile of CICT.

All individuals included in the aggregated figures disclosed are rewarded in line with the Manager's remuneration policies described in this Report.

The aggregate amount of remuneration awarded by the Manager to its staff (including CEO and non-executive Directors) in respect of FY 2021 was approximately S$4.66 million. This figure comprised fixed pay of S$2.53 million, variable pay of S$1.90 million (including Units issued under the Unit Plans, where applicable) and allowances and benefits-in-kind of S$0.23 million. There was a total of 23 beneficiaries of the remuneration described above. In respect of FY 2021, the aggregate amount of remuneration awarded by the Manager to its senior management (which are also members of staff whose actions have a material impact on the risk profile of CICT) was approximately S$3.02 million, comprising seven individuals identified having considered, among others, their roles and decision-making powers.

Remuneration for Non-Executive Directors

The non-executive Directors' fees are paid by the Manager and the FY 2021 fees, together with a breakdown of the components, are set out in the Non-Executive Directors' Remuneration Table on page 203 of this Annual Report.

The compensation policy for non-executive Directors is based on a scale of fees divided into basic retainer fees for serving as Director and additional fees for attendance and serving on Board Committees. The Non-Executive Directors' fee structure and Directors' fees are reviewed and benchmarked against the REIT industry and taking into account the effort, time spent and demanding responsibilities on the part of the non-executive Directors in light of the scale, complexity and geographic scope of the CICT Group's business. The remuneration of non-executive Directors is reviewed from time to time to ensure that it is appropriate to attract, retain and motivate the non-executive Directors to provide good stewardship of the Manager and CICT.

The CEO, who is an executive Director, is remunerated as part of the key management personnel of the Manager and does not receive any Director's fees. The non-executive Directors who are employees of the CLI Group also do not receive any Directors' fees.

The non-executive Directors' fees are paid in cash (about 80%) and in the form of Units (about 20%), save that a non-executive Director (not being an employee of the CLI Group) who steps down from the Board during a financial year will be paid fees fully in cash. The Manager believes that the payment of a portion of the non-executive Directors' fees in Units will serve to align the interests of non-executive Directors with the interests of Unitholders and CICT's long-term growth and value. The payment of Non-Executive Directors' fees in Units is satisfied out of the Units held by the Manager. No individual Director is involved in any decision of the NRC relating to his or her own remuneration.

In order to encourage the alignment of the interests of the non-executive Directors with the interests of Unitholders, a non-executive Director is required to hold the number of Units worth at least one year of the basic retainer fee or the total number of Units awarded, whichever is lower, at all times during his or her Board tenure.

As with previous years, an independent remuneration consultant, Willis Towers Watson, was engaged in FY 2021 to provide professional advice on Board remuneration, with a view to ensuring the fee structure remains in line with market. The framework for the non-executive Directors' fees has remained unchanged from that of the previous financial year.

ACCOUNTABILITY AND AUDIT

Principle 9: Risk Management and Internal Controls

The Manager maintains adequate and effective systems of risk management and internal controls (including financial, operational, compliance and information technology (IT) controls) to safeguard Unitholders' interests and the CICT Group's assets.

The Board has overall responsibility for the governance of risk and oversees the Manager in the design, implementation and monitoring of the risk management and internal controls systems. The AC assists the Board in carrying out the Board's responsibility of overseeing CICT's risk management framework and policies for CICT Group.

Under its terms of reference, the scope of the AC's duties and responsibilities includes:

(a) making recommendations to the Board on the Risk Appetite Statement (RAS) for CICT Group;
(b) assessing the adequacy and effectiveness of the risk management and internal controls systems established by the Manager to manage risks;
(c) overseeing the formulation, updating and maintenance of an adequate and effective risk management framework, policies and strategies for managing risks that are consistent with CICT Group's risk appetite and reports to the Board on its decisions on any material matters concerning the aforementioned;
(d) making the necessary recommendations to the Board such that an opinion regarding the adequacy and effectiveness of the risk management and internal controls systems can be made by the Board in the Annual Report in accordance with the Listing Manual and the Code; and
(e) considering and advising on risk matters referred to it by the Board or Management, including reviewing and reporting to the Board on any material breaches of the RAS, any material non-compliance with the approved framework and policies and the adequacy of any proposed action.

The Manager adopts an Enterprise Risk Management (ERM) Framework which sets out the required environmental and organisational components for managing risks in an integrated, systematic and consistent manner. The ERM Framework and related policies are reviewed annually.

As part of the ERM Framework, the Manager undertakes and performs a Risk and Control Self-Assessment (RCSA) annually to identify material risks along with their mitigating measures.

The adequacy and effectiveness of the systems of risk management and internal controls are reviewed at least annually, by Management, the AC and the Board, taking into account the best practices and guidance in the Risk Governance Guidance for Listed Boards issued by the Corporate Governance Council and the Listing Manual.

The CICT Group's RAS, which incorporates the CICT Group's risk limits, addresses the management of material risks faced by the CICT Group. Alignment of the CICT Group's risk profile to the RAS is achieved through various communication and monitoring mechanisms (including key risk indicators set for Management) put in place across the various functions within the Manager.

More information on the Manager's ERM Framework including the material risks identified can be found in the Risk Management section on pages 44 to 50 of this Annual Report.

The internal and external auditors conduct reviews of the adequacy and effectiveness of the material internal controls (including financial, operational, compliance and IT controls) and risk management systems. This includes testing, where practicable, material internal controls in areas managed by external service providers. Any material non-compliance or lapses in internal controls together with corrective measures recommended by the internal and external auditors are reported to and reviewed by the AC. The AC also reviews the adequacy and effectiveness of the measures taken by the Manager on the recommendations made by the internal and external auditors in this respect.

The Board has received assurance from the CEO and the Chief Financial Officer (CFO) of the Manager that the financial records of the CICT Group have been properly maintained and the financial statements for FY 2021 give a true and fair view of the CICT Group's operations and finances. It has also received assurance from the CEO and the relevant key management personnel who have responsibility regarding various aspects of risk management and internal controls that the systems of risk management and internal controls within the CICT Group are adequate and effective to address the risks (including financial, operational, compliance and IT risks) which the Manager considers relevant and material to the current business environment.

The CEO, the CFO and the relevant key management personnel of the Manager have obtained similar assurances from the respective risk and control owners.

In addition, for FY 2021, the Board received half-yearly certification by Management on the integrity of financial reporting and the Board provided a negative assurance confirmation to Unitholders as required by the Listing Manual.

Based on the ERM Framework established and the reviews conducted by Management and both the internal and external auditors, as well as the assurance from the CEO and the CFO, the Board is of the opinion that the systems of risk management and internal controls within CICT Group are adequate and effective to address the risks (including financial, operational, compliance and IT risks) which CICT Group considers relevant and material to its current business environment as at 31 December 2021. The AC concurs with the Board in its opinion. No material weaknesses in the systems of risk management and internal controls were identified by the Board or the AC in the review for FY 2021.

The Board notes that the systems of risk management and internal controls established by the Manager provide reasonable assurance that the CICT Group, as it strives to achieve its business objectives, will not be significantly affected by any event that can be reasonably foreseen or anticipated. However, the Board also notes that no system of risk management and internal controls can provide absolute assurance in this regard, or absolute assurance against poor judgement in decision-making, human error, losses, fraud or other irregularities.

Principle 10: Audit Committee

At present, the AC comprises three members, all of whom (including the chairman of the AC) are IDs. The AC Chairman is a Director other than the Chairman of the Board. The AC Chairman and members bring with them invaluable recent and relevant managerial and professional expertise in accounting, auditing and related financial management domains.

The AC does not comprise former partners of CICT's incumbent external auditors, KPMG LLP (a) within a period of two years commencing from the date of their ceasing to be partners of KPMG LLP; or (b) who have any financial interest in KPMG LLP.

The AC has explicit authority to investigate any matter within its terms of reference. Management provides the fullest co-operation in providing information and resources, and in implementing or carrying out all requests made by the AC. The AC has direct access to the internal and external auditors and full discretion to invite any Director or key management personnel to attend its meetings. Similarly, both the internal and external auditors have unrestricted access to the AC.

Under its terms of reference, the AC's scope of duties and responsibilities includes:

(a) reviewing the significant financial reporting issues and judgements so as to ensure the integrity of the financial statements of CICT Group and any announcements relating to the CICT Group's financial performance;

(b) reviewing and reporting to the Board at least annually the adequacy and effectiveness of the Manager's internal controls (including financial, operational, compliance and IT controls) and risk management systems;

(c) reviewing the scope and results of the external audit and the independence and objectivity of the external auditors;

(d) reviewing the scope and results of the internal audit and the adequacy and effectiveness of the Manager's internal audit and compliance functions;
(e) making recommendations to the Board on the proposals to Unitholders on the appointment, re-appointment and removal of the external auditors, and approving the remuneration and terms of engagement of the external auditors;
(f) reviewing and approving processes to regulate transactions between an interested person (as defined in Chapter 9 of the Listing Manual) and/or interested party (as defined in the Property Funds Appendix) (each, an Interested Person) and CICT and/or its subsidiaries (Interested Person Transactions), to ensure compliance with the applicable regulations. The regulations include the requirements that Interested Person Transactions are on normal commercial terms and are not prejudicial to the interests of CICT and its minority Unitholders. In respect of any property management agreement which is an Interested Person Transaction, the AC also carries out reviews at appropriate intervals to satisfy itself that the Manager has reviewed the property manager's compliance with the terms of the property management agreement and has taken remedial actions where necessary; and
(g) reviewing the policy and arrangements for concerns about possible improprieties in financial reporting or other matters to be raised, and independently investigated, for appropriate follow up action to be taken.

The AC undertook a review of the independence of the external auditors, taking into consideration, among other factors, CICT's relationships with the external auditors in FY 2021, as well as the processes and safeguards adopted by the Manager and the external auditors relating to audit independence. Based on the review, the AC is satisfied that the external auditors are independent. The external auditors have also provided confirmation of their independence to the AC. The fees paid or payable to the external auditors for FY 2021 amounted to S$971,727, of which audit (and audit-related fees) amounted to S$712,295 and non-audit fees amounted to S$259,432.

The AC holds at least four scheduled meetings in a year and met five times in FY 2021. At all scheduled AC meetings in FY 2021, the CEO and the CFO were in attendance. The Manager announced on 6 January 2021 that, with effect from FY 2021, CICT will adopt the practice of announcing its financial statements on a half-yearly basis and provide quarterly business updates in between such announcements or as and when necessary. Accordingly, during the AC meetings in January 2021 and July 2021, among other things, the AC reviewed the half-yearly financial statements, including the relevance and consistency of the accounting principles adopted and any significant financial reporting issues, and recommended the half yearly financial statements and corresponding announcements to the Board for approval. During the AC meetings in April and October 2021, the AC reviewed, among other things, the quarterly business and financial updates presented by Management. Such business updates contain, among other things, information on the CICT Group's key operating and financial metrics.

In FY 2021, the AC also reviewed and assessed the adequacy and effectiveness of the internal controls and risk management systems established by the Manager to manage risks, taking into consideration the outcome of reviews conducted by Management and both the internal and external auditors, as well as the assurances from the CEO and the CFO.

The AC also meets with the external auditors and with the internal auditors, without the presence of Management, at least once a year. In FY 2021, the AC met with the external auditors and internal auditors twice, separately and without Management's presence, to discuss the reasonableness of the financial reporting process, the internal controls and risk management systems, and the significant comments and recommendations by the auditors.

Where relevant, the AC makes reference to the best practices and guidance for audit committees in Singapore including practice directions issued from time to time in relation to the Financial Reporting Surveillance Programme administered by the Accounting and Corporate Regulatory Authority of Singapore (ACRA).

Key Audit Matter
In the review of the financial statements of CICT Group for FY 2021, the AC has discussed with Management the accounting principles that were applied and their judgement of items that might affect the integrity of the financial statements and also considered the clarity of key disclosures in the financial statements. The AC reviewed, amongst other matters, the following key audit matter as reported by the external auditors for FY 2021.

Key Audit Matter	How This Issue Was Addressed by the AC
Valuation of investment properties	The AC considered the valuation methodologies and key assumptions applied by the valuers for investment properties in arriving at the valuations and also evaluated the valuers' objectivity and competency. In order to provide fresh perspectives to the valuation process, the valuers do not value the same property for more than two consecutive years. This practice has been consistently adhered to over time. The AC reviewed the outputs from the valuation process of the investment properties and held discussions with Management and the external auditors to review the valuation methodologies, focusing on significant changes in fair value measurement and key drivers of the changes including assessing the reasonableness of the capitalisation rates, discount rates and terminal yield rates adopted by the valuers. The valuation of investment properties was also an area of focus for the external auditors. The AC considered the findings of the external auditors, including their assessment of the appropriateness of valuation methodologies and the key assumptions applied in the valuation of investment properties. The AC was satisfied with the valuation process, the methodologies used and the valuation of the investment properties.

The Manager confirms, on behalf of CICT, that CICT complies with Rules 712 and 715 of the Listing Manual.

Internal Audit

The Manager has in place an internal audit function supported by CLI's Internal Audit Department (CLI IA). CLI IA is independent of the activities it audits and has unfettered access to the CICT Group's documents, records, properties and employees, including access to the AC, and has appropriate standing with respect to the Manager. The primary reporting line of CLI IA in respect of CICT Group is to the AC, however, the AC does not decide on the appointment, termination and remuneration of the head of CLI IA as it operates at the CLI Group level. While this is a deviation from Provision 10.4 which requires the AC to decide on the appointment, termination and remuneration of the head of the internal audit function, CLI IA is able to carry out its role effectively for the reasons below and is accordingly consistent with the intent of Principle 10 of the Code.

The AC monitors and assesses the role and effectiveness of the internal audit function through reviewing the internal audit process from time to time and may make recommendations to the Board for any changes to the internal audit process. The AC also reviews to ensure that the internal audit function is adequately resourced and skilled in line with the nature, size and complexity of the Manager and CICT's business, and that an adequate budget is allocated to the internal audit function to assure its proper functioning. In respect of FY 2021, the AC has carried out a review of the internal audit function and is satisfied that the internal audit function performed by CLI IA is adequately resourced, effective and independent.

CLI IA plans its internal audit schedules in consultation with, but independently of, Management and its plan is submitted to the AC for approval prior to the beginning of each year. During FY 2021, the AC reviewed the results of audits performed by CLI IA based on the approved audit plan. The AC also reviewed reports on whistle blower complaints reviewed by CLI IA to ensure independent and thorough investigation and adequate follow up. The AC also received reports on Interested Person Transactions reviewed by CLI IA that they were on normal commercial terms and are not prejudicial to the interests of CICT and its minority Unitholders.

CLI IA is adequately resourced and staffed with persons with the relevant qualifications and experience. CLI IA is a corporate member of The Institute of Internal Auditors Inc. (IIA), Singapore, which is an affiliate of the IIA with its headquarters in the United States of America (USA). CLI IA subscribes to, and is guided by, the International Standards for the Professional Practice of Internal Auditing (Standards) developed by IIA, and has incorporated these Standards into its audit practices.

To ensure that internal audits are performed by competent professionals, CLI IA recruits and employs suitably qualified professional staff with the requisite skill sets and experience. For instance, CLI IA staff who are involved in IT audits have the relevant professional IT certifications and are also members of the ISACA Singapore Chapter, a professional body administering information systems audit and information security certifications that is headquartered in the USA. The ISACA Information Systems Auditing Standards provide guidance on the standards and procedures to be applied in IT audits. CLI IA identifies and provides training and development opportunities for its staff to ensure their technical knowledge and skill sets remain current and relevant.

UNITHOLDER RIGHTS AND ENGAGEMENT

Principles 11, 12 and 13: Shareholder Rights and Conduct of General Meetings, Engagement with Shareholders, Managing Stakeholder Relationships

The Manager is committed to treating all Unitholders fairly and equitably. All Unitholders enjoy specific rights under the Trust Deed and the relevant laws and regulations. These rights include, among other things, the right to participate in profit distributions.

General Meetings

In FY 2021, CICT's AGM was convened and held on 14 April 2021 (AGM 2021) by way of electronic means pursuant to the COVID-19 (Temporary Measures) (Alternative Arrangements for Meetings for Companies, Variable Capital Companies, Business Trusts, Unit Trusts and Debenture Holders) Order 2020 (COVID-19 Temporary Measures Order) and in accordance with the checklist jointly issued by ACRA, MAS and Singapore Exchange Regulation, which gave guidance to listed and non-listed entities on the conduct of general meetings amid the evolving COVID-19 situation (Checklist).

The alternative arrangements put in place for the conduct of AGM 2021 included attendance at the AGM 2021 via electronic means under which Unitholders could observe and/or listen to the AGM 2021 proceedings via live audio-visual webcast or live audio-only stream, submission of questions in advance of the AGM 2021, addressing of substantial and relevant questions prior to or at the AGM 2021 and voting by appointing the chairman of the meeting as proxy at the AGM 2021. All Directors (including the CEO who is also a Director) attended the AGM 2021 either in-person or via electronic means. A record of the Directors' attendance at the AGM 2021 can be found in the record of their attendance at general meeting(s) and Board and Board Committee meetings for FY 2021 set out on page 202 of this Annual Report. The upcoming AGM to be held on 21 April 2022 will also be convened and held by way of electronic means pursuant to the COVID-19 Temporary Measures Order and in accordance with the Checklist. Unitholders will be entitled to submit questions in advance of and/or live at the AGM through the live chat function via the audio-visual platform, and vote at the AGM live by themselves or their duly appointed proxy(ies) (other than the chairman of the meeting) via electronic means or by appointing the chairman of the meeting as their proxy to vote on their behalf, to facilitate interaction between the Board, Management and Unitholders. Further details on the alternative arrangements put in place for the conduct of the upcoming AGM are set out in the Manager's notice of AGM dated 22 March 2022.

Unitholders are entitled to attend general meetings and are accorded the opportunity to participate effectively and vote at general meetings (including through the appointment of up to two proxies, if they are unable to attend in person or in the case of a corporate Unitholder, through its appointed representative). Unitholders such as nominee companies which provide custodial services for securities are not constrained by the two proxy limitation, and are able to appoint more than two proxies to attend, speak and vote at general meetings of CICT. Nevertheless, for AGM 2021 which was convened and held pursuant to the COVID-19 Temporary Measures Order and the Checklist, Unitholders could only appoint the chairman of the meeting as their proxy to attend, speak and vote on their behalf at the general meeting.

CICT supports the principle of encouraging Unitholder participation and voting at general meetings. CICT's Annual Report is provided to Unitholders within 120 days from the end of CICT's financial year. Unitholders may download the Annual Report (printed copies are available upon request) and notice of the general meeting from the Website. More than the legally required notice period for general meetings is generally provided. The notice of the general meeting is also available on SGXNet. The rationale and explanation for each agenda item which requires Unitholders' approval at a general meeting are provided in the notice of the general meeting or in the accompanying circular (if any) issued to Unitholders in respect of the matter(s) for approval at the general meeting. This enables Unitholders to exercise their votes on an informed basis. To safeguard the Unitholders' interests and rights, a separate resolution is proposed for each substantially separate matter to be approved at a general meeting.

At AGMs, Management makes a presentation to Unitholders to update them on CICT's performance, position and prospects. The presentation materials are made available to Unitholders on the Website and also on SGXNet. Unitholders are given the opportunity to ask questions by submitting them to the chairman of the meeting in advance of the meeting. Representatives of the Trustee, Directors (including the chairman of the respective Board Committees), key management personnel and the external auditors of CICT, are present for the entire duration of the AGMs. Under normal circumstances, Directors and Management interact with Unitholders after the AGMs conducted in a physical format. Due to the COVID-19 situation in Singapore and in order to minimise the risk of community spread of COVID-19, in respect of AGM 2021 (which was convened and held pursuant to the COVID-19 Temporary Measures Order and the Checklist) although Unitholders were not able to physically attend the meeting, they were able to submit questions to the chairman of the meeting in advance of the meeting and substantial and relevant questions were addressed before the meeting via publication on the Website and on the SGXNet.

To ensure transparency in the voting process and better reflect Unitholders' interests, CICT conducts electronic poll voting for all the resolutions proposed at general meetings. Nevertheless, for AGM 2021 which was convened and held pursuant to the COVID-19 Temporary Measures Order and the Checklist, Unitholders voted by appointing the chairman of the meeting as their proxy to vote on their behalf. One Unit is entitled to one vote. Voting procedures and the rules governing general meetings are explained and vote tabulations are disclosed at the general meetings. An independent scrutineer is also appointed to validate the vote tabulation procedures. Votes cast, for or against and the respective percentages, on each resolution are tallied and displayed 'live' on-screen to Unitholders after each resolution is voted on at the general meetings. The total number of votes cast for or against each resolution and the respective percentages are also announced on SGXNet after the general meetings.

Provision 11.4 of the Code requires an issuer's Constitution to allow for absentia voting at general meetings of shareholders. CICT's Trust Deed currently does not permit Unitholders to vote at general meetings in absentia (such as via mail or email). The Manager will consider implementing the relevant amendments to CICT's Trust Deed to permit absentia voting after it has carried out careful study and is satisfied that the integrity of information and the authentication of the identity of Unitholders through the internet will not be compromised, and after the implementation of legislative changes to recognise remote voting. The Manager is of the view that despite the deviation from Provision 11.4 of the Code, Unitholders nevertheless have opportunities to communicate their views on matters affecting CICT even when they are not in attendance at general meetings. For example, Unitholders may appoint proxies to attend, speak and vote, on their behalf, at general meetings.

Minutes of the general meetings recording the substantial and relevant comments made, questions raised and answers provided, are prepared and are available to Unitholders for their inspection upon request. Minutes of general meetings are also made available on the Website. Accordingly, the rights of the Unitholders are consistent with the intent of Principle 11 of the Code.

Distribution Policy

CICT's distribution policy is to distribute at least 90.0% of its taxable income (other than gains from the sale of real estate properties by CICT which are determined to be trading gains), with the actual level of distribution to be determined at the Manager's discretion. Distributions are generally paid within 35 market days after the relevant record date.

Timely Disclosure of Information

The Manager is committed to keeping all Unitholders, other stakeholders, analysts and the media informed of CICT's performance and any changes in the CICT Group or its business which would likely to materially affect the price or value of the Units.

For FY 2021, the Manager provided Unitholders with half year and full year financial statements within the relevant periods prescribed by the Listing Manual. These half year and full year financial statements were reviewed and approved by the Board prior to release to Unitholders by announcement on SGXNet. The release of half year and full year financial statements were accompanied by news releases issued to the media and which were also made available on SGXNet. In presenting the half year and full year financial statements to Unitholders, the Board sought to provide Unitholders with a balanced, clear and comprehensible assessment of CICT and the CICT Group's performance, position and prospects.

In addition to the announcement of half year and full year financial statements in FY 2021, in keeping with the Manager's commitment to provide its Unitholders with information promptly, the Manager also provided Unitholders, on a voluntary basis, with quarterly business updates in between the announcement of half-yearly financial statements. Such business updates contain, among other things, information on the CICT Group's key operating and financial metrics. In addition to the release of financial statements, the Manager also keeps CICT's Unitholders, stakeholders and analysts informed of the performance and changes in the CICT Group or its business which would likely materially affect the price or value of the Units on a timely and consistent basis, so as to assist Unitholders and investors in their investment decisions. This is performed through the release on SGXNet of announcements in compliance with regulatory reporting requirements and news releases for the media, on a timely and consistent basis. These announcements and news releases are also posted on the Website. In addition, the Manager also conducts analysts' and media briefings, and the materials used for such briefings are uploaded on SGXNet.

The Manager has a formal policy on corporate disclosure controls and procedures to ensure that CICT complies with its disclosure obligations under the Listing Manual. These controls and procedures incorporate the decision-making process and an obligation on internal reporting of the decisions made.

The Manager believes in conducting the business of CICT in ways that seek to deliver sustainable value to Unitholders. Best practices are promoted as a means to build an excellent business for CICT and the Manager's accountability to Unitholders for CICT's performance. Prompt fulfilment of statutory reporting requirements is but one way to maintain Unitholders' confidence and trust in the capability and integrity of the Manager.

Investor Relations

The Manager has in place an Investor Relations department which facilitates effective communication with Unitholders and analysts. The Manager also maintains the Website which contains information on CICT including but not limited to its Prospectus, current and past announcements and news releases, financial statements, investor presentations and Annual Reports.

The Manager actively engages with Unitholders with a view to solicit and understand their views, and has put in place a Unitholders' Communication and Investor Relations Policy to promote regular, effective and fair communications with Unitholders. The Unitholders' Communication and Investor Relations Policy, which sets out the mechanism through which Unitholders may contact the Manager with questions and through which the Manager may respond to such questions, is available on the Website. Unitholders are welcomed to engage with the Manager beyond general meetings and they may do so by contacting the Investor Relations department whose details may be found on the Website under the *IR Home* page.

More information on the Manager's investor and media relations efforts can be found in the Stakeholders and Communities - Our Investors section on pages 160 to 161 of this Annual Report.

The Manager also has in place a corporate communications function supported by CLI's Group Communications department which works closely with the media and oversees CICT's media communications efforts.

Managing Stakeholder Relationships

The Board's role includes considering sustainability as part of its strategic formulation. The Manager adopts an inclusive approach for CICT by considering and balancing the needs and interests of material stakeholders, as part of the overall strategy to ensure that the best interests of CICT are served. The Manager is committed to sustainability and incorporates the key principles of environmental and social responsibility, and corporate governance in CICT's business strategies and operations. The Manager has arrangements in place to identify and engage with material stakeholder groups from time to time to gather feedback on the sustainability issues most important to them and to manage its relationships with such groups. Such arrangements include maintaining the Website, which is kept updated with current information, to facilitate communication and engagement with CICT's stakeholders. More details of CICT's sustainability approach, environmental policies and stakeholder engagements, please refer to pages 31 to 36 and 125 to 170 of this Annual Report.

ADDITIONAL INFORMATION

Executive Committee

In addition to the AC and NRC, the Board has also established an EC.

The EC oversees the day-to-day activities of the Manager and that of CICT, on behalf of the Board. The EC is guided by its terms of reference, in particular, the EC:

(a) approves specific budgets for capital expenditure on development projects, acquisitions and enhancements/upgrading of properties within its approved financial limits;
(b) reviews management reports and operating budgets; and
(c) awards contracts for development projects.

The members of the EC also meet informally during the course of the year.

Dealings with Interested Persons

Review Procedures for Interested Person Transactions

The Manager has established internal control procedures to ensure that all Interested Person Transactions are undertaken on an arm's length basis and on normal commercial terms, which are generally no more favourable than those extended to unrelated third parties, and are not prejudicial to the interests of CICT and Unitholders. In respect of such transactions, the Manager would have to demonstrate to the AC that such transactions are undertaken on normal commercial terms and are not prejudicial to the interests of CICT and Unitholders which may include obtaining (where practicable) third party quotations or obtaining valuations from independent valuers (in accordance with applicable provisions of the Listing Manual and the Property Funds Appendix). The internal control procedures also ensure compliance with Chapter 9 of the Listing Manual and the Property Funds Appendix.

In particular, the procedures in place include the following:

Interested Person Transactions[1]	Approving Authority, Procedures and Disclosure
S$100,000 and above per transaction (which singly, or when aggregated with other transactions[2] with the same Interested Person in the same financial year is less than 3.0% of CICT's latest audited net tangible assets/net asset value)	• Management • Audit Committee
Transaction[2] which: (a) is equal to or exceeds 3.0% of CICT's latest audited net tangible assets/net asset value; or (b) when aggregated with other transactions[2] with the same Interested Person in the same financial year is equal to or exceeds 3.0% of CICT's latest audited net tangible assets/net asset value	• Management • Audit Committee • Immediate Announcement
Transaction[2] which: (a) is equal to or exceeds 5.0% of CICT's latest audited net tangible assets/net asset value; or (b) when aggregated with other transactions[2,3] with the same Interested Person in the same financial year is equal to or exceeds 5.0% of CICT's latest audited net tangible assets/net asset value	• Management • Audit Committee • Immediate Announcement • Unitholders[3]

1 This table does not include the procedures applicable to Interested Person Transactions falling under the exceptions set out in Rules 915 and 916 of the Listing Manual.
2 Any transaction of less than S$100,000 in value is disregarded.
3 In relation to approval by Unitholders for transactions that are equal to or exceed 5.0% of CICT's latest audited net tangible assets/net asset value (whether singly or aggregated), any transaction which has been approved by Unitholders, or is the subject of aggregation with another transaction that has been approved by Unitholders, need not be included in any subsequent aggregation.

A summary of Interested Person Transactions of S$100,000 and above entered into within each financial quarter will be reviewed by the Trustee on a quarterly basis, while the summary of all Interested Person Transactions within the financial year will be submitted by CLI IA to the AC for review on an annual basis. Guidelines and procedures established to monitor Interested Person Transactions will be audited by CLI IA on a periodic basis.

Role of the Audit Committee for Interested Person Transactions

The Manager's internal control procedures are intended to ensure that Interested Person Transactions are conducted at arm's length, on normal commercial terms and are not prejudicial to CICT and Unitholders' interests.

The Manager maintains a register to record all Interested Person Transactions which are entered into by CICT (and the basis on which they are entered into, including the quotations obtained to support such basis). All Interested Person Transactions are subject to regular periodic reviews by the AC, which in turn obtains advice from CLI IA, to ascertain that the guidelines and procedures established to monitor Interested Person Transactions, including the relevant provisions of the Listing Manual and the Property Funds Appendix, as well as any other guidelines which may from time to time be prescribed by the SGX-ST, MAS or other relevant authorities, have been complied with. The review includes an examination of the nature of the transaction and its supporting documents or such other information deemed necessary by the AC. If a member of the AC has an interest in a transaction, he or she is to abstain from participating in the review and approval process in relation to that transaction. In addition, the Trustee also reviews such audit reports to ascertain that the Listing Manual and the Property Funds Appendix have been complied with.

Details of all Interested Person Transactions (equal to or exceeding S$100,000 each in value) entered into by CICT in FY 2021 are disclosed on pages 318 to 319 of this Annual Report.

Dealing with Conflicts of Interest

The following principles and procedures have been established to deal with potential conflicts of interest which the Manager (including its Directors, key management personnel and employees) may encounter in managing CICT:

(a) the Manager is a dedicated manager to CICT and will not manage any other REIT or be involved in any other real property business;
(b) all resolutions at meetings of the Board in relation to matters concerning CICT must be decided by a majority vote of the Directors, including at least one ID;
(c) in respect of matters in which CLI and/or its subsidiaries have an interest, whether direct or indirect, any nominees appointed by CLI and/or its subsidiaries to the Board will abstain from voting. In such matters, the quorum must comprise a majority of IDs and shall exclude such nominee Directors of CLI and/or its subsidiaries;
(d) in respect of matters in which a Director or his or her associates have an interest, whether direct or indirect, such interested Director will abstain from voting. In such matters, the quorum must comprise a majority of the Directors and shall exclude such interested Director(s);
(e) if the Manager is required to decide whether or not to take any action against any person in relation to any breach of any agreement entered into by the Trustee for and on behalf of CICT with an affiliate of the Manager, the Manager is obliged to consult with a reputable law firm (acceptable to the Trustee) which shall provide legal advice on the matter. If the said law firm is of the opinion that the Trustee, on behalf of CICT, has a *prima facie* case against the party allegedly in breach under such agreement, the Manager is obliged to pursue the appropriate remedies under such agreement; and
(f) at least one-third of the Board shall comprise IDs.

In respect of voting rights where the Manager would face a conflict between its own interests and that of Unitholders, the Manager shall cause such voting rights to be exercised according to the discretion of the Trustee.

Dealings in Securities

The Manager has adopted a securities dealing policy for the officers and employees which applies the best practice recommendations in the Listing Manual. Under this policy, Directors and employees of the Manager as well as certain relevant executives of the CLI Group (together, the Relevant Persons) are required to refrain from dealing in CICT's securities (i) while in possession of material unpublished price-sensitive information, and (ii) during the one-month period immediately preceding, and up to the time of the announcement of CICT's half-year and full year financial statements. Prior to the commencement of each relevant black-out period, an email would be sent to all the Relevant Persons to inform them of the duration of the black-out period. The Manager also does not deal in CICT's securities during the same black-out period. In addition, Directors and certain employees identified as "Key Insiders" are prohibited from dealing in the securities of CICT, except during the open trading window (being one calendar month commencing from the relevant date of announcement of CICT's results), provided that they are not in possession of undisclosed material or price-sensitive information. Employees and Capital Markets Services Licence Appointed Representatives (CMSL Representatives) of the Manager are also required to give a pre-trading notification to the CEO and the Compliance department before any dealing in CICT's securities.

This policy also provides for the Manager to maintain a list of persons who are privy to price-sensitive information relating to the CICT Group as and when circumstances require such a list to be maintained.

Directors and employees of the Manager are also required to refrain from dealing in CICT's securities if they are in possession of unpublished price-sensitive information of CICT arising from their appointment as Directors and/or in the course of performing their duties. As and when appropriate, they would be issued an advisory to refrain from dealing in CICT's securities.

Under this policy, Directors and employees of the Manager are also discouraged from trading on short-term or speculative considerations. They are also prohibited from using any information with respect to other companies or entities obtained in the course of their employment in connection with securities transactions of such companies or entities.

A Director is required to notify the Manager of his or her interest in CICT's securities within two business days after (a) the date on which he or she becomes a Director or (b) the date on which he or she acquires an interest in CICT's securities. A Director is also required to notify the Manager of any change in his or her interests in CICT's securities within two business days after he or she becomes aware of such change.

Dealings by the Directors are disclosed in accordance with the requirements in the SFA and the Listing Manual. In FY 2021, based on the information available to the Manager, save as disclosed in accordance with such requirements and other than the awards of Units in part payment of Directors' fees, there were no dealings by the Directors in CICT's securities.

Code of Business Conduct

The Manager adheres to an ethics and code of business conduct policy which deals with issues such as confidentiality, conduct and work discipline, corporate gifts and concessionary offers. Clear policies and guidelines on how to handle workplace harassment and grievances are also in place.

The policies and guidelines are published on CLI Group's intranet, which is accessible by all employees of the Manager.

The policies that the Manager has implemented aim to help to detect and prevent occupational fraud in mainly three ways, as set out below.

First, the Manager offers fair compensation packages, based on practices of pay-for-performance and promotion based on merit to its employees. The Manager also provides various healthcare subsidies and financial assistance schemes to alleviate the common financial pressures its employees may face.

Second, clearly documented policies and work procedures incorporate internal controls which ensure that adequate checks and balances are in place. Periodic audits are also conducted to evaluate the efficacy of these internal controls.

Finally, the Manager seeks to build and maintain the right organisational culture through its core values, educating its employees on good business conduct and ethical values.

Fraud, Bribery and Corruption Risk Management Policy

In line with its core values, the Manager is committed to doing business with integrity. This is reflected in its longstanding zero tolerance stance against fraud, bribery and corruption. Consistent with this commitment, various policies and guidelines are in place to guide all employees of the Manager to maintain the highest standards of integrity in their work and business dealings. This includes clear guidelines and procedures for the giving and receipt of corporate gifts and concessionary offers, and an annual pledge by all employees of the Manager to uphold the Manager's core values and to not engage in any corrupt or unethical practices. The Manager's zero tolerance policy on bribery and corruption extends to its business dealings with third parties. Pursuant to this policy, the Manager requires that certain agreements incorporate anti-bribery and anti-corruption provisions.

The Manager's employees adhere to CLI's Fraud, Bribery and Corruption Risk Management Policy (FBC Risk Management Policy). The FBC Risk Management Policy reiterates the strong stance against fraud, bribery and corruption, and sets the overarching approach and standards in managing fraud, bribery and corruption risks in an integrated, systematic and consistent manner. The Manager's stance against bribery and corruption is also reiterated by Management during its regular staff communication sessions.

Whistle-Blowing Policy

A whistle-blowing policy has been put in place by the Manager which sets out the procedures for the Manager's employees and parties who have dealings with the Manager to make a report to the Manager on misconduct or wrongdoings relating to the Manager and its officers. Procedures are put in place to provide such employees and parties with well defined, accessible and trusted channels to report suspected fraud, corruption, dishonest practices or other improprieties in the workplace, and for the independent investigation of any reported incidents and appropriate follow up action. The Manager ensures that the identity of the whistle-blower is kept confidential. The objective of this policy is to encourage the reporting of such matters so that employees or external parties making any reports in good faith will be able to do so with the confidence that they will be treated fairly and, to the extent possible, be protected from reprisal. The Manager is committed to ensuring protection of the whistle-blower against detrimental or unfair treatment. The AC is responsible for oversight and monitoring of the investigation of whistle-blowing reports made in good faith at its scheduled meetings. Independent, thorough investigation and appropriate follow up actions are taken. The outcome of each investigation is reported to the AC. All employees of the Manager are informed of this policy which is made available on CLI Group's intranet.

Business Continuity Management

The Manager has implemented a Business Continuity Management (BCM) programme that puts in place the prevention, detection, response and, business recovery and resumption measures to minimise the impact of adverse business interruptions or unforeseen events on the CICT Group's operations and also has in place a Business Continuity Plan (BCP). Under the BCP, Management has identified the critical business functions, processes and resources, and is able to tap on a pool of CLI Group's employees who are trained under a Business Psychological Resilience Programme to provide peer support to colleagues following the occurrence of adverse events. As part of the BCP, periodic desktop exercises and drills, simulating different scenarios, are carried out to stress-test the effectiveness of processes, procedures and escalation protocols. This holistic approach under the BCP serves to ensure organisational and staff preparedness and readiness to deal with adverse business disruptions such as acts of terrorism, cyber attacks, data breaches and epidemics. This approach aims to minimise financial loss to CICT, allow the Manager to continue to function as the manager of CICT and mitigate any negative effects that the disruptions could have on the Manager's reputation, operations and ability to remain in compliance with relevant laws and regulations. The Manager has also acquired insurance policies for the CICT Group on business interruption events.

Anti-Money Laundering and Countering the Financing of Terrorism Measures

As a holder of a Capital Markets Services Licence issued by MAS, the Manager abides by the MAS' guidelines on the prevention of money laundering and countering the financing of terrorism. Under these guidelines, the main obligations of the Manager are:

(a) evaluation of risk;
(b) customer due diligence;
(c) suspicious transaction reporting;
(d) record keeping;
(e) employee and CMSL Representative screening; and
(f) training.

The Manager has in place a policy on the prevention of money laundering and terrorism financing and remains alert at all times to suspicious transactions. Enhanced due diligence checks are performed on counterparties where there is a suspicion of money laundering or terrorism financing. Suspicious transactions will also be reported to the Suspicious Transaction Reporting Office of the Commercial Affairs Department.

Under this policy, all relevant records or documents relating to business relations with the CICT Group's customers or transactions entered into must be retained for a period of at least five years following the termination of such business relations or the completion of such transactions.

All prospective employees, officers and CMSL Representatives of the Manager are also screened against various money laundering and terrorism financing information sources and lists of designated entities and individuals provided by MAS. Periodic training is provided by the Manager to its Directors, employees and CMSL Representatives to ensure that they are updated and aware of applicable anti-money laundering and countering of terrorism financing regulations, the prevailing techniques and trends in money laundering and terrorism financing and the measures adopted by the Manager to combat money laundering and terrorism financing.

COMPOSITION OF BOARD COMMITTEES IN FY 2021

Board Members	Audit Committee	Executive Committee#	Nominating & Remuneration Committee
Teo Swee Lian, C[1]	-	-	C
Tony Tan Tee Hieong, CEO	-	M	-
Lee Khai Fatt, Kyle[2]	C	-	-
Quek Bin Hwee[3]	M, C	-	-
Ng Wai King[4]	M	-	-
Leo Mun Wai[5]	M	-	-
Jeann Low Ngiap Jong[6]	M	-	-
Stephen Lim Beng Lin[7]	-	-	M
Jonathan Yap Neng Tong[8]	M	C	M
Lim Cho Pin Andrew Geoffrey[9]	-	M	-

Denotes: C - Chairman M - Member CEO - Chief Executive Officer

\# Given the nature and scope of the work of the EC, their business was discussed/transacted primarily through conference call, correspondence and informal meetings.
1 Ms Teo Swee Lian was appointed as chairman of the NRC with effect from 25 October 2021.
2 Mr Lee Khai Fatt, Kyle stepped down as Non-Executive Independent Director with effect from 1 November 2021 and relinquished his role as chairman of the AC on the same day.
3 Mrs Quek Bin Hwee has been a member of the AC since 3 November 2020 and was appointed as chairman of the AC with effect from 1 November 2021.
4 Mr Ng Wai King stepped down as Non-Executive Independent Director with effect from 1 November 2021 and relinquished his role as member of the AC on the same day.
5 Mr Leo Mun Wai was appointed as Non-Executive Independent Director and member of the AC with effect from 1 January 2021.
6 Ms Jeann Low Ngiap Jong was appointed as Non-Executive Independent Director and member of the AC with effect from 16 August 2021.
7 Mr Stephen Lim Beng Lin was appointed as Non-Executive Independent Director with effect from 16 August 2021 and member of the NRC with effect from 25 October 2021.
8 Mr Jonathan Yap Neng Tong was appointed as member of the NRC with effect from 25 October 2021 and relinquished his role as member of the AC on the same day.
9 Mr Lim Cho Pin Andrew Geoffrey was appointed as Non-Executive Non-Independent Director and member of the EC with effect from 1 January 2021.

ATTENDANCE RECORD OF MEETINGS OF UNITHOLDERS, BOARD AND BOARD COMMITTEES IN FY 2021[1]

	Board[6]	Audit Committee[7]	AGM
No. of Meetings Held	6	5	1
Board Members			
Teo Swee Lian	100%	-	100%
Tony Tan Tee Hieong	100%	-	100%
Lee Khai Fatt, Kyle[2]	100%	100%	100%
Quek Bin Hwee	100%	100%	100%
Leo Mun Wai	100%	100%	100%
Jeann Low Ngiap Jong[3]	100%	100%	N.A.
Stephen Lim Beng Lin[4]	100%	-	N.A.
Jonathan Yap Neng Tong[5]	100%	100%	100%
Lim Cho Pin Andrew Geoffrey	100%	-	100%

N.A.: Not Applicable.

1 All Directors are required to attend Board and/or Board Committee meetings called, in person or via audio or video conference, unless required to recuse. Attendance is marked against the Board and Board Committee meetings each Director is required to attend, and the percentage computed accordingly.
2 Mr Lee Khai Fatt, Kyle stepped down as Non-Executive Independent Director with effect from 1 November 2021 and relinquished his role as chairman of the AC on the same day.
3 Ms Jeann Low Ngiap Jong was appointed as Non-Executive Independent Director and member of the AC with effect from 16 August 2021 (which was after the AGM).
4 Mr Stephen Lim Beng Lin was appointed as Non-Executive Independent Director with effect from 16 August 2021 (which was after the AGM).
5 Mr Jonathan Yap Neng Tong ceased his membership in the AC with effect from 25 October 2021.
6 Included two ad hoc Board Meetings.
7 Included one ad hoc AC Meeting.

KEY MANAGEMENT PERSONNEL'S REMUNERATION

Key Management Personnel's Remuneration Table for FY 2021

Remuneration	Components of remuneration			
	Salary and employer's CPF	Bonus and other benefits inclusive of employer's CPF[1]	Award of Units[2]	Total
CEO				
Tony Tan Tee Hieong	33%	39%	28%	**100%**
Remuneration band for CEO: Above S$1,000,000 to S$1,250,000[3]				
Key Management Personnel (excluding CEO)				
Wong Mei Lian[4] (for the period from 26 August to 31 December 2021) **Cindy Chew Sze Yung**[5] (for the period from 1 January to 25 August 2021) **Jacqueline Lee Yu Ching** **Ho Mei Peng**	56%	31%	13%	**100%**
Aggregate of total remuneration for key management personnel (excluding CEO): S$1,417,171[3]				

1 The amounts disclosed include bonuses earned which have been accrued for in FY 2021.
2. The proportion of value of the Unit awards is based on the fair value of the Units comprised in the contingent awards under the CapitaLand Integrated Commercial Trust Management Limited Restricted Unit Plan (RUP) and CapitaLand Integrated Commercial Trust Management Limited Performance Unit Plan (PUP) at the time of grant in FY 2021. The final number of Units released under the contingent awards of Units for the RUP and PUP will depend on the achievement of pre-determined targets and subject to the respective vesting period under the RUP and PUP.
3. The disclosure excludes 230,250 CLI shares granted to CICTML key management personnel under the Special CLI Founders Performance Share Plan (Special PSP Award) of which 177,116 CLI shares were granted to the CEO.
4. Wong Mei Lian was appointed as Chief Financial Officer with effect from 26 August 2021.
5. Cindy Chew's last day of service was on 9 September 2021. The salary is pro-rated to the last day of her appointment as CFO on 25 August 2021. She was not eligible for FY 2021 bonus and her awarded units had lapsed in accordance with the Manager's policy.

NON-EXECUTIVE DIRECTORS' REMUNERATION TABLE FOR FY 2021

	Components of Directors' fees [1,2] (S$)		
	Cash component	Unit component[2]	Total (S$)
Non-Executive Directors			
Teo Swee Lian[4]	108,581.60	27,145.40	135,727.00
Lee Khai Fatt, Kyle[5]	101,289.00	0	101,289.00
Quek Bin Hwee[6]	84,274.40	21,068.60	105,343.00
Ng Wai King[7]	84,631.00	0	84,631.00
Leo Mun Wai	81,600.00	20,400.00	102,000.00
Jeann Low Ngiap Jong[8]	32,197.60	8,049.40	40,247.00
Stephen Lim Beng Lin[9]	24,439.20	6,109.80	30,549.00
Jonathan Yap Neng Tong	N.A.[3]	N.A.[3]	N.A.[3]
Lim Cho Pin Andrew Geoffrey	N.A.[3]	N.A.[3]	N.A.[3]
Aggregate of remuneration for Non-Executive Directors: S$599,786.00			

N.A.: Not Applicable.

1 Inclusive of attendance fees of (a) S$2,000 (local meeting) and S$5,000 (overseas meeting) per meeting attendance in person, (b) S$1,700 per meeting attendance via audio or video conference, (c) S$1,000 per meeting attendance at project and verification meetings, and (d) S$500 per meeting attendance via audio or video conference at project and verification meetings. Attendance fees at project and verification meetings are subject to a maximum of S$10,000 per Director per annum.
2 Each non-executive Director (save for non-executive Directors who are employees of the CLI Group) shall receive up to 20% of his or her Director's fees in the form of Units (subject to truncation adjustments). The remainder of the Director's fees shall be paid in cash. No new Units will be issued for this purpose as these Units will be paid by the Manager from the existing Units it holds.
3 Non-executive Directors who are employees of the CLI Group do not receive Directors' fees.
4 Ms Teo Swee Lian was appointed as Chairman of the NRC with effect from 25 October 2021.
5 Mr Lee Khai Fatt, Kyle stepped down as Non-Executive Independent Director with effect from 1 November 2021 and relinquished his role as chairman of the AC on the same day. Mr Lee will receive all his Director's fees for FY 2021 in cash.
6 Mrs Quek Bin Hwee has been a member of the AC since 3 November 2020 and was appointed as chairman of the AC with effect from 1 November 2021.
7 Mr Ng Wai King stepped down as Non-Executive Independent Director with effect from 1 November 2021 and relinquished his role as member of the AC on the same day. Mr Ng will receive all his Director's fees for FY 2021 in cash.
8 Ms Jeann Low Ngiap Jong was appointed as Non-Executive Independent Director and member of the AC with effect from 16 August 2021.
9 Mr Stephen Lim Beng Lin was appointed as Non-Executive Independent Director with effect from 16 August 2021. He was appointed as member of the NRC with effect from 25 October 2021.

UNITED NATIONS GLOBAL COMPACT

10 Principles of the UN Global Compact

Principles		Page Reference
Human Rights		
Principle 1	Businesses should support and respect the protection of internationally proclaimed human rights	Our Employees (pg 164-169)
Principle 2	Make sure that they are not complicit in human rights abuse	Our Employees (pg 164-169)
Labour		
Principle 3	Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining	Our Employees (pg 164-169)
Principle 4	Elimination of all forms of forced and compulsory labour	Our Employees (pg 164-169)
Principle 5	Effective abolition of child labour	Our Employees (pg 164-169)
Principle 6	Elimination of discrimination in respect of employment and occupation	Our Employees (pg 164-169)
Environment		
Principle 7	Businesses should support a precautionary approach to environmental challenges	TCFD (pg 51-55) Environment (pg 125-138)
Principle 8	Undertake initiatives to promote greater environmental responsibility	TCFD (pg 51-55) Environment (pg 125-138)
Principle 9	Encourage the development and diffusion of environmentally friendly technologies	TCFD (pg 51-55) Environment (pg 125-138)
Anti-corruption		
Principle 10	Businesses should work against corruption in all its forms, including extortion and bribery	Risk Management (pg 50) Corporate Governance (pg 171-203)

MATERIAL TOPICS AND BOUNDARIES

Material topics (GRI 102-47)	Topics Boundary Internal and External	Management Approach References (GRI 103)
Economic		
Performance	CICT	Financial Highlights (pg 8-9) Financial Review (pg 68-69) Capital Management (pg 70-72) Financial Statements (pg 212-317)
Market Presence	CICT	Our Employees (pg 164-169)
Indirect Economic Impacts	CICT, Communities	Environment (pg 125-138) Stakeholders & Communities (pg 141-170)
Anti-corruption	CICT, Investors, Customers, Communities	Risk Management (pg 50) Corporate Governance (pg 171-203)
Environment		
Materials	CICT, Suppliers	TCFD (pg 51-55) Environment (pg 125-138)
Energy	CICT, Suppliers	
Water	CICT, Suppliers	
Biodiversity	CICT, Suppliers	
Emissions	CICT, Suppliers	
Effluents and Waste	CICT, Suppliers	
Environmental Compliance	CICT, Suppliers	
Supplier Environmental Assessment	CICT, Suppliers	Health & Safety (pg 139-140) Environment (pg 125-138) Our Suppliers (pg 170)

MATERIAL TOPICS AND BOUNDARIES

Material topics (GRI 102-47)	Topics Boundary Internal and External	Management Approach References (GRI 103)
Social		
Employment	CICT	Our Employees (pg 164-169)
Labour/Management Relations	CICT	Our Employees (pg 164-169)
Occupational/Health and Safety	CICT	Health & Safety (pg 139-140)
Training and Education	CICT	Our Employees (pg 164-169)
Diversity and Equal Opportunity	CICT	Our Employees (pg 164-169)
Non-discrimination	CICT	Our Employees (pg 164-169)
Child Labour	CICT	Our Employees (pg 164-169)
Forced or Compulsory Labour	CICT	Our Employees (pg 164-169)
Human Rights Assessment	CICT, Suppliers	Health & Safety (pg 139-140) Our Employees (pg 164-169)
Local Communities	CICT, Communities	Environment (pg 125-138) Stakeholders & Communities (pg 141-170)
Supplier Social Assessment	CICT, Suppliers	Health & Safety (pg 139-140) Our Suppliers (pg 170)
Customer Health and Safety	CICT, Tenants, Shoppers, Suppliers and Community	Social Integration (pg 131) Health & Safety (pg 139-140)
Marketing and Labelling	CICT, Tenants, Shoppers	Stakeholders & Communities (pg 141-159)
Customer Privacy	CICT, Tenants, Shoppers, Investors	We respect the confidentiality of personal data and privacy of individuals and are committed to complying with the Singapore Personal Data Protection Act (Act 26 of 2012). Please see our Personal Data Protection Policy on our website: https://www.cict.com.sg/personal-data-protection-policy.html.
Socioeconomic Compliance	CICT, Investors, Employees	Risk Management (pg 44-50) Our Employees (pg 164-169) Corporate Governance (pg 171-203)

GRI STANDARDS CONTENTS INDEX

GRI Standards Content Index for 'In accordance' – Core

The GRI Content Index references CICT's Annual Report 2021.

Disclosure Number	Title	Page Reference and Remarks
General Disclosures		
102-1	Name of the organisation	Corporate Profile (inside front cover (IFC))
102-2	Activities, brands, products, and services	Corporate Profile (IFC)
102-3	Location of headquarters	Corporate Information (inside back cover (IBC))
102-4	Location of operations	Corporate Profile (IFC) Mapping our Presence (pg 6-7) Property Portfolio (pg 73-74)
102-5	Ownership and legal form	Trust Structure & Organisation Structure (pg 36)
102-6	Markets served	Corporate Profile (IFC) Mapping our Presence (pg 6-7) Property Portfolio (pg 73-74)
102-7	Scale of the organisation	Corporate Profile (IFC) Mapping our Presence (pg 6-7) Property Portfolio (pg 73-74)

GRI STANDARDS CONTENTS INDEX

Disclosure Number	Title	Page Reference and Remarks
General Disclosures		
102-8	Information on employees and other workers	Our Employees (pg 164-169)
102-9	Supply chain	Health & Safety (pg 139-140) Stakeholders & Communities (pg 143) Our Suppliers (pg 170)
102-10	Significant changes to the organisation and its supply chain	Content- About the Report (pg 1) Message to Unitholders (pg 13-17) Sustainability Approach (pg 31) Environment (pg 133)
102-11	Precautionary principle or approach	Sustainability Approach (pg 31-35) Risk Management (pg 44-50) TCFD (pg 51-55) Environment (pg 125-138)
102-12	External initiatives	Sustainability Approach (pg 31-35) TCFD (pg 51-55) Environment (pg 125-138) Health & Safety (pg 139-140)
102-13	Membership of associations	Sustainability Approach (pg 31) Corporate Governance (pg 171-203)
102-14	Statement from senior decision-marker	Message to Unitholders (pg 13-17) Conversation with CEO (pg 21-22)
102-15	Key impacts, risks, and opportunities	Sustainability Approach (pg 31-35) Risk Management (pg 44-50) TCFD (pg 51-55) Environment (pg 125-138) Stakeholders & Communities (pg 142-143) Corporate Governance (pg 171-203)
102-16	Values, principles, standards, and norms of behaviour	Mission, Vision, Purpose and Values (pg 3) Sustainability Approach (pg 31-35) Risk Management (pg 44-50) Corporate Governance (pg 171-203)
102-18	Governance structure	Sustainability Approach (pg 31-35) Corporate Governance (pg 171-203)
102-19	Delegating authority	Sustainability Approach (pg 31-35) Corporate Governance (pg 171-203)
102-20	Executive-level responsibility for economic, environmental, and social topics	Sustainability Approach (pg 31-35) Trust Management Team (pg 42) TCFD (pg 51-55)
102-40	List of Stakeholder groups	Health & Safety (pg 139-140) Stakeholders & Communities (pg 142-143)
102-41	Collective bargaining agreements	Our Employees (pg 164-169)
102-42	Identifying and selecting stakeholders	Health & Safety (pg 139-140) Stakeholders & Communities (pg 141-143)
102-43	Approach to stakeholder engagement	Materiality (pg 34) Environment (pg 125-138) Stakeholders & Communities (pg 141-170)
102-44	Key topics and concerns raised	Materiality (pg 34) Health & Safety (pg 139-140) Stakeholders & Communities (pg 141-143)
102-45	Entities included in the consolidated financial statements	Sustainability Approach (pg 31) Financial Statements (pg 212-317)

Disclosure Number	Title	Page Reference and Remarks
General Disclosures		
102-46	Defining report content and topic boundaries	Content - About the Report (pg 1) Sustainability Approach (pg 31-35) Environment (pg 133)
102-47	List of material topics	Materiality (pg 34) Material Aspects and Boundaries (pg 204-205)
102-48	Restatements of information	Restated the 2020 energy consumption and intensity, and carbon intensity
102-49	Changes in reporting	There are no significant changes from Annual Report 2020
102-50	Reporting period	1 January to 31 December 2021 Sustainability Approach (pg 31) Environment (pg 133)
102-51	Date of most recent report	Annual Report 2020 for the reporting period from 1 January to 31 December 2020 dated 23 February 2021
102-52	Reporting cycle	Annually. Sustainability Approach (pg 31)
102-53	Contact point for questions regarding the report	Our Investors (pg 161) Corporate Information (IBC)
102-54	Claims of reporting in accordance with GRI Standards	Content- About the Report (pg 1)
102-55	GRI Content Index	GRI Index (pg 205-210)
102-56	External assurance	No external assurance. We rely on the external assurance of CapitaLand Group Sustainability Report. CICT's portfolio and employees are part of the Group's reporting.

Disclosure Number		Title	Page Reference and Remarks
Topic-Specific Standards			
Management Approach			
Management Approach	103-1	Explanation of the material topic and its boundary	Sustainability Approach (pg 31-35) Environment (pg 125-138)
	103-2	The management approach and its components	Sustainability Approach (pg 31-35) Risk Management (pg 44-50) TCFD (pg 51-55) Environment (pg 125-138) Health & Safety (pg 139-140) Stakeholders & Communities (pg 141-170) Corporate Governance (pg 171-203)
	103-3	Evaluation of the management approach	Sustainability Approach (pg 31-35) Risk Management (pg 44-50) TCFD (pg 51-55) Environment (pg 125-138) Health & Safety (pg 139-140) Stakeholders & Communities (pg 141-170) Corporate Governance (pg 171-203)
Economic			
Economic Performance	201-1	Direct economic value generated and distributed	Financial Highlights (pg 8-9) Financial Review (pg 68-69) Capital Management (pg 70-72) Financial Statements (pg 212-317)
	201-2	Financial implications and other risks and opportunities due to climate change	Risk Management (pg 44-50) TCFD (pg 51-55) Environment (pg 125-138)

Disclosure Number		Title	Page Reference and Remarks
Topic-Specific Standards			
Economic			
Market Presence	202-2	Proportion of senior management hired from local community	Our Employees (pg 164-169)
Indirect Economic Impacts	203-1	Infrastructure investments and services supported	Environment (pg 125-138) Stakeholders & Communities (pg 141-170)
Business Ethics			
Anti-Corruption	205-1	Operations assessed for risks related to corruption	Risk Management (pg 44-50) Corporate Governance (pg 171-203)
	205-2	Communication and training on anti-corruption	Corporate Governance (pg 47-77) Employees (pg 181-185)
	205-3	Confirmed incidents of corruption and actions taken	No incident Corporate Governance (pg 171-203)
Public Policy	415-1	Political contributions	CICT made no payment/donations to politicians or political parties as it expects to be judged on its own merits. CapitaLand Hope Foundation's constitution also states that no grant or assistance shall be given in aid of any political organisation or purpose.
Marketing and Labeling	417-3	Incidents of non-compliance concerning marketing communications	No instances of non-compliance with regulations and voluntary codes concerning product and service information and labeling during the reporting period
Customer Privacy	418-1	Substantiated complaints regarding breaches of customer privacy and losses of customer data	No substantiated complaints regarding breaches of customer privacy and losses of customer data
Environment			
Energy	302-1	Energy consumption within the organisation	Environment (pg 134)
	302-2	Energy consumption outside the organisation	Environment (pg 134)
	302-3	Energy intensity	Environment (pg 125-138)
	302-4	Reduction of energy consumption	Environment (pg 125-138)
	302-5	Reductions in energy requirements of products and services	Environment (pg 125-138)
Water and Effluents	303-1	Interactions with water as a shared resource	Environment (pg 125-138)
	303-2	Management of water discharge-related impacts	None during the reporting period
	303-3	Water withdrawal	Environment (pg 125-138)
	303-4	Water discharge	Wastewater is discharged into the public sewerage system or sewage treatment plant
	303-5	Water consumption	Environment (pg 125-138)
Biodiversity	304-1	Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	None during the reporting period Environment (pg 125-138)

References

Disclosure Number		Title	Page Reference and Remarks
Topic-Specific Standards			
Environment			
Biodiversity	304-2	Significant impacts of activities, products, and services on biodiversity	None during the reporting period. Environment (pg 125-138)
	304-4	IUCN Red List species and national conservation list species with habitats in areas affected byoperations	None during the reporting period
Emissions	305-1	Direct (Scope 1) greenhouse gas (GHG) emissions	Environment (pg 125-138)
	305-2	Energy indirect (Scope 2) GHG emissions	Environment (pg 125-138)
	305-3	Other indirect (Scope 3) GHG emissions	Environment (pg 125-138)
	305-4	GHG emissions intensity	Environment (pg 125-138)
	305-5	Reduction of GHG emissions	Environment (pg 125-138)
Effluents and Waste	306-1	Water discharge by quality and destination	Wastewater is discharged into the public sewerage system or sewage treatment plant
	306-2	Waste management	Environment (pg 125-138)
	306-3	Significant spills	None during the reporting period
	306-4	Transport of hazardous waste	Disclosure is not applicable as CICT does not transport, import, export or treat hazardous waste
	306-5	Discharge and runoffs affecting protected water bodies	None during the reporting period
Environmental Compliance	307-1	Non-compliance with environmental laws and regulations	One incident relating to a property's water test exceeding limit. Health & Safety (pg 140)
Supplier Environmental Assessment	308-1	New suppliers screened using environmental criteria	Health & Safety (pg 139-140) Our Suppliers (pg 170)
Social			
Employment	401-1	New employee hires and employee turnover	Our Employees (pg 164-169)
	401-3	Parental leave	Our Employees (pg 164-169)
Labor/ Management Relations	402-1	Minimum notice periods regarding operational changes	Our Employees (pg 164-169)
Training and Education	404-1	Average hours of training per year per employee	Our Employees (pg 164-169)
	404-2	Programs for upgrading employee skills and transition assistance programs	Our Employees (pg 164-169)
	404-3	Percentage of employees receiving regular performance and career development reviews	Our Employees (pg 164-169)

Disclosure Number		Title	Page Reference and Remarks
Topic-Specific Standards			
Occupational Health & Safety			
Occupational Health and Safety	403-1	Occupational health and safety management system	Health & Safety (pg 139-140)
	403-2	Hazard identification, risk assessment, and incident investigation	Health & Safety (pg 139-140)
	403-3	Occupational health services	Health & Safety (pg 139-140)
	403-4	Worker participations, consultation, and communication on occupational health and safety	Health & Safety (pg 139-140)
	403-5	Worker training on occupational health and safety	Health & Safety (pg 139-140)
	403-6	Promotion of worker health	Health & Safety (pg 139-140)
	403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Health & Safety (pg 139-140)
	403-8	Workers covered by an occupational health and safety management system	Health & Safety (pg 139-140)
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Diversity and Human Rights			
Diversity and Equal Opportunity	405-1	Diversity of governance bodies and employees	Our Employees (pg 164-169) Corporate Governance (pg 171-203)
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Child Labour	408-1	Operations and suppliers at significant risk for incidents of child labour	Stakeholders & Communities (pg 143) Our Employees (pg 164-169) Our Suppliers (pg 170)
Forced or Compulsory Labour	409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labour, and measures taken to eliminate it	Stakeholders & Communities (pg 143) Our Employees (pg 164-169) Our Suppliers (pg 170)
Human Rights Assessment	412-1	Operations subjected to human rights reviews	Health & Safety (pg 139-140) Our Employees (pg 164-169)
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Supplier Social Assessment	414-1	Suppliers screened using social criteria	Health & Safety (pg 139-140) Stakeholders & Communities (pg 143) Our Suppliers (pg 170)
Products and Services			
Local Communities	413-1	Operations with local community engagement, impact assessments and development programmes	Environment (pg 125-138) Stakeholders & Communities (pg 141-170)
Customer Health and Safety	416-1	Health and safety impacts assessment of products and services	Social Integration (pg 131) Health & Safety (pg 139-140)
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FINANCIAL STATEMENTS

HSBC Institutional Trust Services (Singapore) Limited (the "Trustee") is under a duty to take into custody and hold the assets of CapitaLand Integrated Commercial Trust (the "Trust") and its subsidiaries (the "Group") in trust for the Unitholders. In accordance with the Securities and Futures Act 2001, Chapter 289 of Singapore, its subsidiary legislation and the Code on Collective Investment Schemes, the Trustee shall monitor the activities of CapitaLand Integrated Commercial Trust Management Limited (the "Manager") for compliance with the limitations imposed on the investment and borrowing powers as set out in the deed of trust dated 29 October 2001 constituting the Trust (as amended)[1] between the Manager and the Trustee (the "Trust Deed") in each annual accounting period and report thereon to Unitholders in an annual report.

To the best knowledge of the Trustee, the Manager has, in all material respects, managed the Trust during the period covered by these financial statements, set out on pages 218 to 317 in accordance with the limitations imposed on the investment and borrowing powers set out in the Trust Deed.

For and on behalf of the Trustee,
HSBC Institutional Trust Services (Singapore) Limited

Authorised Signatory

Singapore
24 February 2022

[1] As amended by the First Supplemental Deed dated 26 December 2001, the Second Supplemental Deed dated 28 June 2002, the Amending and Restating Deed dated 29 April 2003, the Fourth Supplemental Deed dated 18 August 2003, the Second Amending and Restating Deed dated 9 July 2004, the Sixth Supplemental Deed dated 18 March 2005, the Seventh Supplemental Deed dated 21 July 2005, the Eighth Supplemental Deed dated 13 October 2005, the Ninth Supplemental Deed dated 20 April 2006, the Third Amending and Restating Deed dated 25 August 2006, the Eleventh Supplemental Deed dated 15 February 2007, the Twelfth Supplemental Deed dated 31 July 2007, the Thirteenth Supplemental Deed dated 20 May 2008, the Fourteenth Supplemental Deed dated 13 April 2010, the Fifteenth Supplemental Deed dated 25 March 2013, the Sixteenth Supplemental Deed dated 3 February 2014, the Seventeenth Supplemental Deed dated 6 May 2015, the Eighteenth Supplemental Deed dated 12 April 2016, the Fourth Amending and Restating Deed dated 27 July 2018, the Twentieth Supplemental Deed dated 8 April 2019, the Twenty-First Supplemental Deed dated 6 April 2020, the Twenty-Second Supplemental Deed dated 29 September 2020 and the Twenty-Third Supplemental Deed dated 21 October 2020.

Statement by the Manager

In the opinion of the directors of CapitaLand Integrated Commercial Trust Management Limited, the accompanying financial statements set out on pages 218 to 317 comprising the Statements of Financial Position of the Group and the Trust and Portfolio Statement of the Group as at 31 December 2021, the Statement of Total Return, Distribution Statement and Statement of Cash Flows of the Group and the Statements of Movements in Unitholders' Funds of the Group and the Trust for the year then ended, and a summary of significant accounting policies and other explanatory information of the Group and of the Trust, are drawn up so as to present fairly, in all material respects, the financial positions of the Group and of the Trust and the portfolio holdings of the Group as at 31 December 2021, and the total return, distributable income, and cash flows of the Group and the movements in Unitholders' funds of the Group and of the Trust for the year then ended in accordance with the recommendations of Statement of Recommended Accounting Practice 7 *"Reporting Framework for Investment Funds"* issued by the Institute of Singapore Chartered Accountants and the provisions of the Trust Deed. At the date of this statement, there are reasonable grounds to believe that the Group and the Trust will be able to meet their financial obligations as and when they materialise.

For and on behalf of the Manager,
CapitaLand Integrated Commercial Trust Management Limited

Tan Tee Hieong
Director

Singapore
24 February 2022

UNITHOLDERS OF CAPITALAND INTEGRATED COMMERCIAL TRUST
(CONSTITUTED IN THE REPUBLIC OF SINGAPORE PURSUANT TO A TRUST DEED DATED 29 OCTOBER 2001 (AS AMENDED))

REPORT ON THE AUDIT OF THE FINANCIAL STATEMENTS

Opinion

We have audited the financial statements of CapitaLand Integrated Commercial Trust (the "Trust") and its subsidiaries (the "Group"), which comprise the Statements of Financial Position of the Group and the Trust and the Portfolio Statement of the Group as at 31 December 2021, the Statement of Total Return, Distribution Statement, and Statement of Cash Flows of the Group and the Statements of Movements in Unitholders' Funds of the Group and the Trust for the year then ended, and notes to the financial statements, including a summary of significant accounting policies, as set out on pages 218 to 317.

In our opinion, the accompanying consolidated financial statements of the Group and the financial statements of the Trust present fairly, in all material respects, the financial position of the Group and of the Trust and the portfolio holdings of the Group as at 31 December 2021, the total return, distributable income, and cash flows of the Group and the movements in Unitholders' funds of the Group and of the Trust for the year ended on that date in accordance with the recommendations of Statement of Recommended Accounting Practice 7 *Reporting Framework for Investment Funds* ("RAP 7") issued by the Institute of Singapore Chartered Accountants.

Basis for opinion

We conducted our audit in accordance with Singapore Standards on Auditing ("SSAs"). Our responsibilities under those standards are further described in the '*Auditors' responsibilities for the audit of the financial statements*' section of our report. We are independent of the Group in accordance with the Accounting and Corporate Regulatory Authority *Code of Professional Conduct and Ethics for Public Accountants and Accounting Entities* ("ACRA Code") together with the ethical requirements that are relevant to our audit of the financial statements in Singapore, and we have fulfilled our other ethical responsibilities in accordance with these requirements and the ACRA Code. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Key audit matters

Key audit matters are those matters that, in our professional judgement, were of most significance in our audit of the financial statements of the current period. These matters were addressed in the context of our audit of the financial statements as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters.

Valuation of investment properties
(Refer to Note 5 to the financial statements)

Risk:

The Group's and Trust's investment portfolios comprise a number of investment properties located in Singapore and Germany. Investment properties represent the largest asset on the Statements of Financial Position.

In accordance with the accounting policy adopted by the Group, investment properties are stated at fair values based on independent external valuations.

The valuation of investment properties involves significant judgement and estimation uncertainty. Judgement is required in determining the valuation methodologies applicable as well as in estimating the appropriate assumptions to be applied.

The valuations are sensitive to key assumptions on capitalisation rates, discount rates and terminal yield rates and any changes in the key assumptions could have a significant impact on the valuations.

The valuation reports obtained from certain external valuers also highlighted that given the unprecedented set of circumstances on which to base a judgement, less certainty and a higher degree of caution, should be attached to their valuations than would normally be the case. Given the unknown future impact that the novel coronavirus ("COVID-19") pandemic might have on the real estate market, the external valuers have also recommended to keep the valuation of these properties under frequent review.

Our response:

We evaluated the valuers' objectivity and competency. We also discussed with the valuers their scope of work and basis of valuation to understand if any matters may have impacted their objectivity.

We independently considered the valuation methodologies applied by the valuers, comparing these methodologies to those applied by other valuers for similar properties. We compared the net income applied by the valuer to historical levels of net income. We also compared the capitalisation rates, discount rates and terminal yield rates against those applied by other valuers for similar properties, and analysed trends of these key inputs.

Where the amounts and rates were beyond the expected range, we performed procedures to understand the reasons and drivers. We also discussed with the Manager and external valuers to understand how they have considered the implications of COVID-19 and market uncertainty in the valuations.

We also considered the adequacy of disclosures in the financial statements in describing the inherent degree of subjectivity and the key assumptions used in the valuations. This includes the relationships between the key unobservable inputs and fair values.

Our findings:

The Group has adopted a structured process in selecting valuers and in considering and challenging the valuations derived. The valuers belong to generally-recognised professional bodies for valuers.

The valuation methodologies applied were consistent with generally accepted market practices. The key inputs and assumptions were comparable to those used by other valuers of similar investment properties.

The disclosures in the financial statements are proportionate to the degree of subjectivity inherent in valuations.

Other information

The Manager is responsible for the other information contained in the annual report. Other information is defined as all information in the annual report other than the financial statements and our auditors' report thereon.

We have obtained all other information prior to the date of this auditors' report.

Our opinion on the financial statements does not cover the other information and we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Responsibilities of the Manager for the financial statements

The Manager is responsible for the preparation and fair presentation of these financial statements in accordance with the recommendations of RAP 7 issued by the Institute of Singapore Chartered Accountants, and for such internal control as the Manager determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Manager is responsible for assessing the Group's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Manager either intends to terminate the Group or to cease operations of the Group, or has no realistic alternative but to do so.

The Manager's responsibilities include overseeing the Group's financial reporting process.

Auditors' responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditors' report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with SSAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with SSAs, we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal controls.

- Obtain an understanding of internal controls relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Group's internal controls.

- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Manager.

- Conclude on the appropriateness of the Manager's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditors' report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditors' report. However, future events or conditions may cause the Group to cease to continue as a going concern.

- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Group to express an opinion on the consolidated financial statements. We are responsible for the direction, supervision and performance of the group audit. We remain solely responsible for our audit opinion.

We communicate with the Manager regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal controls that we identify during our audit.

We also provide the Manager with a statement that we have complied with relevant ethical requirements regarding independence, and communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, related safeguards.

From the matters communicated with the Manager, we determine those matters that were of most significance in the audit of the financial statements of the current period and are therefore the key audit matters. We describe these matters in our auditors' report unless the law or regulations preclude public disclosure about the matter or when, in extremely rare circumstances, we determine that a matter should not be communicated in our report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

The engagement partner on the audit resulting in this independent auditors' report is Koh Wei Peng.

KPMG LLP
Public Accountants and
Chartered Accountants

Singapore
24 February 2022

Statements of Financial Position

AS AT 31 DECEMBER 2021

	Note	Group 2021 $'000	Group 2020 $'000	Trust 2021 $'000	Trust 2020 $'000
Non-current assets					
Plant and equipment	4	**6,121**	7,064	**2,092**	2,638
Investment properties	5	**21,431,071**	21,366,075	**7,814,943**	8,028,300
Subsidiaries	6	**–**	–	**9,877,779**	9,410,942
Joint ventures	7	**320,347**	508,119	**212,284**	208,875
Equity investments at fair value	8	**193,168**	218,686	**158,723**	185,399
Financial derivatives	9	**20,639**	31,064	**1,014**	–
Deferred tax asset	10	**6,855**	10,412	**–**	–
Other non-current asset		**1,608**	1,975	**911**	890
		21,979,809	22,143,395	**18,067,746**	17,837,044
Current assets					
Asset held for sale	11	**278,000**	–	**278,000**	–
Trade and other receivables	12	**108,668**	83,000	**179,010**	82,463
Cash and cash equivalents	13	**365,133**	183,617	**165,962**	29,320
Financial derivatives	9	**10,240**	6,366	**45**	–
		762,041	272,983	**623,017**	111,783
Total assets		**22,741,850**	22,416,378	**18,690,763**	17,948,827
Current liabilities					
Financial derivatives	9	**–**	8,677	**–**	–
Trade and other payables	14	**557,481**	293,008	**418,622**	134,442
Current portion of security deposits		**94,318**	90,533	**45,855**	41,450
Loans and borrowings	15	**594,641**	931,932	**189,218**	414,492
Lease liabilities	16	**2,261**	2,248	**1,522**	2,008
Provision for taxation		**10,108**	7,435	**412**	–
		1,258,809	1,333,833	**655,629**	592,392
Non-current liabilities					
Financial derivatives	9	**32,428**	60,285	**2,034**	9,980
Trade and other payables	14	**1,072**	1,467	**495,000**	633,900
Loans and borrowings	15	**7,582,636**	7,794,313	**4,710,064**	4,132,420
Lease liabilities	16	**5,963**	6,442	**4,963**	6,442
Non-current portion of security deposits		**153,578**	147,394	**70,805**	69,474
Deferred tax liabilities	10	**11,664**	4,706	**–**	–
		7,787,341	8,014,607	**5,282,866**	4,852,216
Total liabilities		**9,046,150**	9,348,440	**5,938,495**	5,444,608
Net assets		**13,695,700**	13,067,938	**12,752,268**	12,504,219
Represented by:					
Unitholders' funds	17	**13,667,754**	13,037,638	**12,752,268**	12,504,219
Non-controlling interests ("NCI")	18	**27,946**	30,300	**–**	–
		13,695,700	13,067,938	**12,752,268**	12,504,219
Units in issue ('000)	19	**6,608,618**	6,470,704	**6,608,618**	6,470,704
Net asset value per unit attributable to Unitholders[1] ($)		**2.06**	2.01	**1.93**	1.93

[1] Excludes management fees to be issued in units.

The accompanying notes form an integral part of these financial statements.

Statement of Total Return

YEAR ENDED 31 DECEMBER 2021

	Note	Group 2021 $'000	Group 2020 $'000
Gross revenue	20	**1,305,051**	745,209
Property operating expenses	21	**(353,969)**	(232,469)
Net property income		**951,082**	512,740
Interest and other income	22	**6,364**	2,247
Investment income	23	**12,703**	12,511
Management fees			
– Base component		**(42,193)**	(29,153)
– Performance component		**(39,981)**	(21,523)
Professional fees		**(1,255)**	(442)
Valuation fees		**(414)**	(728)
Trustee's fees		**(2,997)**	(1,806)
Audit fees		**(800)**	(432)
Transaction costs relating to the Merger[1]		**–**	(10,834)
Finance costs	24	**(189,757)**	(133,431)
Other expenses		**(1,172)**	(1,747)
Net income before share of results of joint ventures	25	**691,580**	327,402
Share of results (net of tax) of:			
– Joint ventures		**140,202**	(14,106)
Net income		**831,782**	313,296
Net change in fair value of investment properties		**270,507**	(393,620)
Gain relating to negative goodwill arising from the Merger		**–**	430,003
Total return for the year before tax		**1,102,289**	349,679
Taxation	26	**(19,224)**	61
Total return for the year		**1,083,065**	349,740
Total return attributable to:			
Unitholders		**1,083,086**	349,819
Non-controlling interest		**(21)**	(79)
Total return for the year		**1,083,065**	349,740
Earnings per unit (cents)			
Basic	27	**16.71**	8.36
Diluted	27	**16.68**	8.35

[1] On 21 October 2020, the Manager announced the completion of the merger between CapitaLand Mall Trust ("CMT") and CapitaLand Commercial Trust ("CCT") ("the Merger") through acquisition by CMT of all the issued and paid-up units in CCT by way of a trust scheme of arrangement ("Trust Scheme"), in accordance with the Singapore Code on Take-overs and Mergers.

The accompanying notes form an integral part of these financial statements.

Distribution Statement

YEAR ENDED 31 DECEMBER 2021

	Group 2021 $'000	Group 2020 $'000
Amount available for distribution to Unitholders at beginning of the year	**119,914**	121,717
Total return attributable to Unitholders	**1,083,086**	349,819
Net tax and other adjustments (Note A)	**(438,374)**	(7,006)
Tax-exempt income from subsidiaries and joint venture	**28,442**	–
Distribution income (taxable) from joint ventures	**14,262**	32,832
	687,416	375,645
Amount available for distribution to Unitholders	**807,330**	497,362
Distributions to Unitholders during the year:		
Distribution of 3.11 cents per unit for period from 01/10/2019 to 31/12/2019	**–**	(114,722)
Distribution of 0.85 cents per unit for period from 01/01/2020 to 31/03/2020	**–**	(31,366)
Distribution of 2.11 cents per unit for period from 01/04/2020 to 30/06/2020	**–**	(77,862)
Distribution of 3.10 cents per unit for period from 01/07/2020 to 30/09/2020	**–**	(114,661)
Distribution of 0.89 cents per unit for period from 01/10/2020 to 20/10/2020	**–**	(32,576)
Distribution of 1.74 cents per unit for period from 21/10/2020 to 31/12/2020	**(112,590)**	–
Distribution of 5.18 cents per unit for period from 01/01/2021 to 30/06/2021	**(335,456)**	–
	(448,046)	(371,187)
Amount retained for general corporate and working capital purposes (Note B)	**(12,703)**	(12,511)
Release of taxable income retained at RCS Trust	**–**	6,250
Amount available for distribution to Unitholders at end of the year	**346,581**	119,914
Distribution per unit (cents)[1]	**10.40**	8.69

1 The Distribution per unit relates to the distributions in respect of the relevant financial year. The distribution relating to the period 1 July to 31 December 2021 will be paid after 31 December 2021.

Note A – Net tax and other adjustments comprise:

	Group 2021 $'000	Group 2020 $'000
– Management fees paid and payable in Units	**40,378**	6,194
– Trustee's fees	**2,997**	1,806
– Amortisation of transaction costs	**7,300**	2,756
– Net change in fair value of investment properties[1]	**(271,893)**	393,164
– Profit from subsidiaries	**(60,888)**	(8,228)
– Share of results (net of tax) of joint ventures	**(140,202)**	14,106
– Taxation[1]	**18,712**	(32)
– Gain relating to negative goodwill arising from the Merger	**–**	(430,003)
– Temporary differences and other adjustments	**(34,660)**	13,692
– Rollover adjustments	**(118)**	(461)
Net tax and other adjustments	**(438,374)**	(7,006)

1 These exclude the non-controlling interests' share of Gallileo Property S.a.r.l. ("Gallileo Co.") and MAC Property Company B.V. and MAC Car Park Company B.V. ("MAC entities").

Note B

Amount retained for general corporate and working capital in financial year 2021 relates to distribution income received from CapitaLand China Trust ("CLCT") of $10.0 million (2020: $12.5 million) and Sentral REIT of $2.7 million (2020: Nil).

The accompanying notes form an integral part of these financial statements.

Statements of Movements in Unitholders' Funds

YEAR ENDED 31 DECEMBER 2021

	Group		Trust	
	2021	2020	**2021**	2020
	$'000	$'000	**$'000**	$'000
Net assets attributable to Unitholders at beginning of the year	**13,037,638**	7,767,239	**12,504,219**	7,485,566
Operations				
Total return attributable to Unitholders for the year	**1,083,086**	349,819	**740,020**	108,553
Hedging reserves				
Effective portion of changes in fair value of cash flow hedges	**37,882**	(25,518)	**5,520**	(10,496)
Net change in fair value of cash flow hedges reclassified to Statement of Total Return	**5,636**	23,357	**3,485**	1,291
Share of movements in hedging reserves of joint ventures	**4,845**	874	**–**	–
Movement in foreign currency translation reserves ("FCTR")	**(1,515)**	(462)	**–**	–
Movement in fair value reserves	**(25,518)**	(26,321)	**(26,676)**	(29,345)
Unitholders' transactions				
Creation of units				
– Management fees paid	**15,721**	3,275	**15,721**	3,275
– Management fees payable	**25,366**	6,194	**25,366**	6,194
– Private placement	**250,000**	–	**250,000**	–
– Merger	**–**	5,310,850	**–**	5,310,850
Issue expenses	**(3,009)**	(482)	**(3,009)**	(482)
Distributions to Unitholders	**(762,378)**	(371,187)	**(762,378)**	(371,187)
Net (decrease)/increase in net assets resulting from Unitholders' transactions	**(474,300)**	4,948,650	**(474,300)**	4,948,650
Net assets attributable to Unitholders at end of the year	**13,667,754**	13,037,638	**12,752,268**	12,504,219

Non-controlling interests

	Group	
	2021	2020
	$'000	$'000
At beginning of the year	**30,300**	–
Total return attributable to non-controlling interests	**(21)**	(79)
Distributions to non-controlling interests	**(1,315)**	–
Acquisition of subsidiary (Note 32)	**–**	30,682
Translation differences from financial statements of foreign operations	**(1,018)**	(303)
At end of the year	**27,946**	30,300

The accompanying notes form an integral part of these financial statements.

Portfolio Statement

AS AT 31 DECEMBER 2021

Description of Property	Tenure of Land	Term of Lease	Remaining Term of Lease
Group			
Investment properties in Singapore			
Retail			
Westgate[1]	Leasehold	99 years	89 years
Bugis Junction	Leasehold	99 years	68 years
Tampines Mall	Leasehold	99 years	70 years
Junction 8	Leasehold	99 years	69 years
Bedok Mall[2]	Leasehold	99 years	89 years
IMM Building	Leasehold	60 years	27 years
Lot One Shoppers' Mall	Leasehold	99 years	71 years
Bugis+	Leasehold	60 years	44 years
Clarke Quay	Leasehold	99 years	67 years
Bukit Panjang Plaza	Leasehold	99 years	72 years
Office			
Asia Square Tower 2[3]	Leasehold	99 years	85 years
CapitaGreen[4]	Leasehold	99 years	51 years
Capital Tower[5]	Leasehold	99 years	73 years
Six Battery Road[5]	Leasehold	999 years	803 years
21 Collyer Quay[5]	Leasehold	999 years	828 years
Integrated Developments			
Raffles City Singapore[6]	Leasehold	99 years	57 years
Plaza Singapura	Freehold	NA	NA
Funan[7]	Leasehold	99 years	57 years
The Atrium@Orchard	Leasehold	99 years	86 years
Investment properties in Germany			
Office			
Gallileo[8]	Freehold	NA	NA
Main Airport Center[9]	Freehold	NA	NA
Investment properties, at valuation			
Asset held for sale in Singapore			
JCube[10]	Leasehold	99 years	68 years
Other assets and liabilities (net)			
Net assets of the Group			
Non-controlling interests			
Net assets attributable to Unitholders			

NA Not Applicable
1 Westgate is held by Infinity Mall Trust ("IMT").
2 Bedok Mall is held by Brilliance Mall Trust ("BMT").
3 Asia Square Tower 2 is held by Asia Square Tower 2 Pte. Ltd. ("AST2 Co."), which is in turn held through MVKimi (BVI) Limited, (collectively referred to as "AST2 Group").
4 CapitaGreen is held by MSO Trust.
5 Capital Tower, Six Battery Road and 21 Collyer Quay are held by CapitaLand Commercial Trust ("CCT").
6 Raffles City Singapore is held by RCS Trust.
7 The retail component of Funan is held through the Trust and the office components are held through Victory Office 1 Trust ("VO1 Trust") and Victory Office 2 Trust ("VO2 Trust").
8 Gallileo is held by Gallileo Co.
9 Main Airport Center is held by MAC Property Company B.V.
10 JCube is reclassified as Asset held for sale as at 31 December 2021 (Note 11 and Note 35).

Portfolio Statement

AS AT 31 DECEMBER 2021

Location	Existing Use	Carrying Value 2021 $'000	Carrying Value 2020 $'000	Percentage of Total Net Assets 2021 %	Percentage of Total Net Assets 2020 %
3 Gateway Drive	Commercial	**1,091,000**	1,087,000	**8.0**	8.3
200 Victoria Street	Commercial	**1,088,000**	1,087,000	**8.0**	8.3
4 Tampines Central 5	Commercial	**1,078,000**	1,074,000	**7.9**	8.2
9 Bishan Place	Commercial	**796,000**	794,000	**5.8**	6.1
311 New Upper Changi Road	Commercial	**783,000**	779,000	**5.7**	6.0
2 Jurong East Street 21	Commercial Warehouse	**709,000**	670,000	**5.2**	5.1
21 Choa Chu Kang Avenue 4	Commercial	**543,500**	531,000	**4.0**	4.1
201 Victoria Street	Commercial	**354,000**	353,000	**2.6**	2.7
3A/B/C/D/E River Valley Road	Commercial	**342,000**	394,000	**2.5**	3.0
1 Jelebu Road	Commercial	**338,600**	334,500	**2.5**	2.6
12 Marina View	Commercial	**2,225,000**	2,128,000	**16.3**	16.3
138 Market Street	Commercial	**1,657,000**	1,611,000	**12.1**	12.4
168 Robinson Road	Commercial	**1,449,000**	1,389,000	**10.6**	10.7
6 Battery Road	Commercial	**1,445,000**	1,414,000	**10.6**	10.8
21 Collyer Quay	Commercial	**629,900**	468,000	**4.6**	3.6
250 and 252 North Bridge Road, 2 Stamford Road and 80 Bras Basah Road	Commercial	**3,072,000**	3,179,000	**22.5**	24.4
68 Orchard Road	Commercial	**1,339,000**	1,300,000	**9.8**	10.0
107 & 109 North Bridge Road	Commercial	**785,000**	742,000	**5.7**	5.7
60A & 60B Orchard Road	Commercial	**756,200**	750,000	**5.5**	5.8
Gallusanlage 7	Commercial	**499,974**	576,034	**3.7**	4.4
Unterschweinstiege 2-14	Commercial	**441,515**	420,500	**3.2**	3.2
		21,422,689	21,081,034	**156.8**	161.7
2 Jurong East Central 1	Commercial	**278,000**	276,000	**2.0**	2.1
		(8,004,989)	(8,289,096)	**(58.6)**	(63.6)
		13,695,700	13,067,938	**100.2**	100.2
		(27,946)	(30,300)	**(0.2)**	(0.2)
		13,667,754	13,037,638	**100.0**	100.0

The accompanying notes form an integral part of these financial statements.

On 31 December 2021, independent valuations of IMM Building and Capital Tower were undertaken by Jones Lang LaSalle Property Consultants Pte Ltd ("JLL"), independent valuations of Bedok Mall, Tampines Mall and Junction 8 were undertaken by Knight Frank Pte Ltd ("Knight Frank"), independent valuations of The Atrium@ Orchard, Plaza Singapura, Raffles City Singapore, JCube, Westgate and 21 Collyer Quay were undertaken by Savills Valuation and Professional Services (S) Pte Ltd ("Savills"), independent valuations of Bugis Junction, Bugis+, Funan, Clarke Quay and CapitaGreen were undertaken by Colliers International Consultancy & Valuation (Singapore) Pte Ltd ("Colliers"), independent valuations of Bukit Panjang Plaza, Lot One Shoppers' Mall, Asia Square Tower 2 and Six Battery Road were undertaken by Cushman & Wakefield VHS Pte. Ltd. ("C&W"), while the independent valuations of Gallileo and Main Airport Center were undertaken by Knight Frank Valuation & Advisory GmbH & Co. KG.

On 31 December 2020, independent valuations of Bedok Mall, Tampines Mall and 21 Collyer Quay were undertaken by CBRE Pte. Ltd., independent valuations of Junction 8, IMM Building, Raffles City Singapore and Asia Square Tower 2 were undertaken by Knight Frank, independent valuations of The Atrium@Orchard, Plaza Singapura, JCube and Westgate were undertaken by Savills, independent valuations of Bugis Junction, Bugis+, Funan, Clarke Quay and CapitaGreen were undertaken by Colliers, independent valuations of Bukit Panjang Plaza, Lot One Shoppers' Mall, Capital Tower and Six Battery Road were undertaken by C&W, while the independent valuations of Gallileo and Main Airport Center were undertaken by C&W (U.K.) LLP German Branch.

The valuations include the capitalisation method and/or discounted cash flow method. The Manager believes that the independent valuers have appropriate professional qualifications and experience in the location and category of the properties being valued. The net change in fair value of the properties has been recognised in the Statement of Total Return.

Investment properties comprise commercial properties that are leased to external customers. Generally, the leases contain an initial non-cancellable period of three years. Subsequent renewals are negotiated with the lessees. Contingent rents recognised in the Statement of Total Return of the Group is $52,595,000 (2020: $26,476,000).

The accompanying notes form an integral part of these financial statements.

Statement of Cash Flows

YEAR ENDED 31 DECEMBER 2021

	Group	
	2021	2020
	$'000	$'000
Cash flows from operating activities		
Total return for the year	**1,083,065**	349,740
Adjustments for:		
Amortisation of leasing incentives	**(23,035)**	556
Assets written off	**18**	–
Depreciation and amortisation	**4,863**	2,324
Doubtful debts written off	**359**	–
Finance costs	**189,757**	133,431
Gain relating to negative goodwill arising from the Merger	**–**	(430,003)
Gain on disposal of plant and equipment	**(1)**	(2)
Interest and other income	**(6,364)**	(2,247)
Investment income	**(12,703)**	(12,511)
Management fees paid/payable in units	**41,087**	6,194
Net change in fair value of investment properties	**(270,507)**	393,620
Share of results of joint ventures	**(140,202)**	14,106
Taxation	**19,224**	(61)
(Write back)/allowance of doubtful debts	**(1,948)**	1,973
Operating income before working capital changes	**883,613**	457,120
Changes in working capital:		
Trade and other receivables	**(23,632)**	(16,985)
Trade and other payables	**(34,513)**	(10,255)
Security deposits	**7,528**	(49,887)
Cash generated from operations	**832,996**	379,993
Income tax paid	**(5,464)**	(312)
Net cash from operating activities	**827,532**	379,681
Cash flows from investing activities		
Capital expenditure on investment properties	**(93,561)**	(54,181)
Distributions received from joint ventures	**43,709**	44,323
Distribution received from equity investments at fair value	**12,703**	12,511
Interest received	**1,088**	1,941
Net cash outflow on acquisition of subsidiary (Note 32)	**–**	(925,504)
Purchase of plant and equipment	**(283)**	(1,506)
Proceeds from disposal of plant and equipment	**1**	2
Return of capital from One George Street LLP	**292,746**	–
Net cash from/(used in) investing activities	**256,403**	(922,414)
Cash flows from financing activities		
Distributions paid to Unitholders	**(448,046)**	(371,187)
Distributions paid to non-controlling interests	**(1,315)**	–
Interest paid	**(207,871)**	(121,629)
Payment of issue and financing expenses	**(12,347)**	(9,576)
Payment of lease liabilities	**(2,634)**	(2,682)
Proceeds from issue of new Units	**250,000**	–
Proceeds from loans and borrowings	**1,661,935**	1,774,525
Repayment of loans and borrowings	**(2,142,141)**	(745,299)
Net cash (used in)/from financing activities	**(902,419)**	524,152

The accompanying notes form an integral part of these financial statements.

	Group	
	2021	2020
	$'000	$'000
Net increase/(decrease) in cash and cash equivalents	**181,516**	(18,581)
Cash and cash equivalents at beginning of the year	**183,617**	202,198
Cash and cash equivalents at end of the year (Note 13)	**365,133**	183,617

Note:

(A) Significant Non-Cash Transactions

- In 2021, 10,363,224 (2020: 1,350,480) Units were issued to the Manager as payment for the management fees payable in units, amounting to $21,915,000 (2020: $3,275,000).

- In 2020, 2,780,549,536 Units were issued as consideration units for the Merger, amounting to $5,310,850,000.

The accompanying notes form an integral part of these financial statements.

These notes form an integral part of the financial statements.

The financial statements were authorised for issue by the Manager and the Trustee on 24 February 2022.

1 GENERAL

CapitaLand Integrated Commercial Trust (the "Trust"), formerly known as CapitaLand Mall Trust ("CMT") is a Singapore-domiciled unit trust constituted pursuant to the trust deed dated 29 October 2001 (as amended) (the "Trust Deed") between CapitaLand Integrated Commercial Trust Management Limited (the "Manager"), and HSBC Institutional Trust Services (Singapore) Limited (the "Trustee"). The Trust Deed is governed by the laws of the Republic of Singapore. The Trustee is under a duty to take into custody and hold the assets of the Trust and its subsidiaries (the "Group") in trust for the holders ("Unitholders") of units in the Trust (the "Units").

The Trust was formally admitted to the Official List of the Singapore Exchange Securities Trading Limited ("SGX-ST") on 17 July 2002 ("Listing Date") and was included under the Central Provident Fund ("CPF") Investment Scheme on 13 September 2002.

On 22 January 2020, the Manager and the manager of CapitaLand Commercial Trust ("CCT") jointly announced the proposed merger of CMT and CCT (the "Merger") through the acquisition by CMT of all the issued and paid-up units of CCT by way of a trust scheme of arrangement ("Trust Scheme"), to be effected in accordance with the Singapore Code on Take-overs and Mergers. On 29 September 2020, unitholders of both CMT and CCT voted in favour of the Merger and the Trust Scheme (as the case may be) at their respective unitholders meetings. The Trust Scheme was sanctioned by the High Court on 12 October 2020 and became effective and binding in accordance with its terms on 21 October 2020. Following the completion of the Merger, CCT was delisted from SGX-ST and the merged entity renamed "CapitaLand Integrated Commercial Trust" ("CICT") on 3 November 2020.

The principal activity of CICT is to invest, directly or indirectly, in real estate which is income producing and is used or primarily used for commercial purposes (including retail and/or office purposes), located predominantly in Singapore. The principal activities of the subsidiaries and joint ventures are set out in Notes 6 and 7.

The consolidated financial statements relate to the Trust and its subsidiaries (the "Group") and the Group's interests in its joint ventures.

For financial reporting purposes, the intermediate and ultimate holding companies of the Group are CapitaLand Limited ("CL") and Temasek Holdings (Private) Limited respectively for FY 2020. With effect from September 2021, following internal restructuring of CL, CL ceased to be the intermediate company of the Group and CapitaLand Investment Limited became the intermediate holding company. Temasek Holdings (Private) Limited remains as the ultimate holding company of the Group.

The Trust has entered into several service agreements in relation to management of the Trust and its property operations. The fee structures of these services are as follows:

1.1 Property management fees

Under the property management agreement with CapitaLand Retail Management Pte Ltd, property management fees are charged as follows:

(a) 2.00% per annum of the gross revenue of the properties;

(b) 2.00% per annum of the net property income of the properties; and

(c) 0.50% per annum of the net property income of the properties, in lieu of leasing commissions.

The property management fees are payable monthly in arrears.

1 GENERAL (continued)

1.2 Management fees

Pursuant to the Trust Deed, the management fees shall not exceed 0.70% per annum of the Deposited Property or such higher percentage as may be fixed by an Extraordinary Resolution at a meeting of Unitholders. Deposited Property refers to all the assets of the Trust, including all its Authorised Investments (as defined in the Trust Deed) for the time being held or deemed to be held upon the trusts of the Trust Deed. The management fees comprise:

(a) in respect of Authorised Investments which are in the form of real estate, a base component of 0.25% per annum of Deposited Property and a performance component of 4.25% per annum of net property income of the Trust for each financial year; and

(b) in respect of all other Authorised Investments which are not in the form of real estate, 0.5% per annum of the investment value of the Authorised Investment, unless such Authorised Investment is an interest in a property fund (either a real estate investment trust or private property fund) wholly managed by a wholly-owned subsidiary of CapitaLand Limited, in which case no management fee shall be payable in relation to such Authorised Investment.

In respect of all Authorised Investments which are in the form of real estate acquired by the Trust:

(a) the base component shall be paid to the Manager in the form of cash and/or Units (as the Manager may elect); and

(b) the performance component shall be paid to the Manager in the form of cash, in the form of Units or a combination of both (as the Manager may elect).

When paid in the form of Units, the Manager shall be entitled to receive such number of Units as may be purchased for the relevant amount of the management fee at the market price (as defined in the Trust Deed). The base and performance components of the management fees are payable quarterly and yearly in arrears respectively.

For all acquisitions or disposals of properties or investments, the Manager is entitled to receive acquisition fee of 1.0% of the purchase price and a divestment fee of 0.5% of the sale price.

1.3 Trustee's fees

Pursuant to the Trust Deed, the Trustee's fees shall not exceed 0.10% per annum of the Deposited Property (subject to a minimum sum of $15,000 per month) payable out of the Deposited Property of the Trust. The Trustee is also entitled to reimbursement of expenses incurred in the performance of its duties under the Trust Deed.

The Trustee's fees are payable quarterly in arrears.

2 BASIS OF PREPARATION

2.1 Statement of compliance

The financial statements have been prepared in accordance with the Statement of Recommended Accounting Practice 7 *"Reporting Framework for Investment Funds"* ("RAP 7") issued by the Institute of Singapore Chartered Accountants ("ISCA"), the applicable requirements of the Code on Collective Investment Schemes ("CIS Code") issued by the Monetary Authority of Singapore ("MAS") and the provisions of the Trust Deed. RAP 7 requires that accounting policies adopted generally comply with the principles relating to recognition and measurement of the Singapore Financial Reporting Standards ("FRS").

2.2 Basis of measurement

The financial statements have been prepared on the historical cost basis, except as otherwise disclosed in the notes below.

2.3 Functional and presentation currency

The financial statements are presented in Singapore dollars, which is the Trust's functional currency. All financial information presented in Singapore dollars has been rounded to the nearest thousand, unless otherwise stated.

2.4 Use of estimates and judgements

The preparation of financial statements in conformity with RAP 7 requires management to make judgements, estimates and assumptions that affect the application of accounting policies and reported amounts of assets, liabilities, income and expenses. Actual results may differ from these estimates.

Estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised prospectively.

Information about assumptions and estimation uncertainty that have a significant risk of resulting in a material adjustment within the next financial year is included in the following note:

- Note 5 – Valuation of investment properties

Measurement of fair values

A number of the Group's accounting policies and disclosures require the measurement of fair values, for both financial and non-financial assets and liabilities.

When measuring the fair value of an asset or a liability, the Group uses observable market data as far as possible. Fair values are categorised into different levels in a fair value hierarchy based on the inputs used in the valuation techniques as follows:

- Level 1: Quoted prices (unadjusted) in active markets for identical assets or liabilities.
- Level 2: Inputs other than quoted prices included in Level 1 that are observable for the asset or liability, either directly (i.e., as prices) or indirectly (i.e., derived from prices).
- Level 3: Inputs for the asset or liability that are not based on observable market data (unobservable inputs).

2 BASIS OF PREPARATION (continued)

2.4 Use of estimates and judgements (continued)

***Measurement of fair values** (continued)*

If the inputs used to measure the fair value of an asset or a liability fall into different levels of the fair value hierarchy, then the fair value measurement is categorised in its entirety in the same level of the fair value hierarchy as the lowest level input that is significant to the entire measurement (with Level 3 being the lowest).

The Group recognises transfers between levels of the fair value hierarchy as of the end of the reporting period during which the change has occurred.

Further information about the assumptions made in measuring fair values is included in the following notes:

- Note 5 – Valuation of investment properties
- Note 30 – Valuation of financial instruments

2.5 Changes in accounting policies

New standards and amendments

The Group has applied the principles of the following standards, amendments to and interpretations of standards for the first time for the annual period beginning on 1 January 2021.

- *Interest Rate Benchmark Reform – Phase 2 (Amendments to FRS 109, FRS 39 and FRS 107, FRS 104 and FRS 116)*
- *COVID-19-Related Rent Concessions beyond 30 June 2021 (Amendments to FRS 116)*

The application of these amendments to standards and interpretations does not have a material effect on the financial statements.

Interest Rate Benchmark Reform – Phase 2 (Amendments to FRS 109, FRS 39 and FRS 107, FRS 104 and FRS 116)

The Group applied the Phase 2 amendments retrospectively. However, in accordance with the exceptions permitted in the Phase 2 amendments, the Group has elected not to restate comparatives for the prior periods to reflect the application of these amendments. Since the Group had no transactions for which the benchmark rate had been replaced with an alternative benchmark rate as at 31 December 2020, there is no impact on opening equity balances as a result of retrospective application.

2 BASIS OF PREPARATION (continued)

2.5 Changes in accounting policies (continued)

Specific policies applicable from 1 January 2021 for interest rate benchmark reform

The Phase 2 amendments provide practical relief from certain requirement in FRS Standards. These reliefs relate to modifications of financial instruments and lease contracts or hedging relationship triggered by a replacement of a benchmark interest rate in a contract with a new alternative benchmark rate.

If the basis for determining the contractual cash flows of a financial asset or financial liability measured at amortised cost changes as a result of interest rate benchmark reform, then the Group updates the effective interest rate of the financial asset or financial liability to reflect the change that is required by the reform. A change in the basis for determining the contractual cash flows is required by interest rate benchmark reform if the following conditions are met:

- the change is necessary as a direct consequence of the reform; and
- the new basis for determining the contractual cash flows is economically equivalent to the previous basis – i.e. the basis immediately before the change.

If changes are made to a financial asset or financial liability in addition to changes to the basis for determining the contractual cash flows required by interest rate benchmark reform, then the Group first updates the effective interest rate of the financial asset or financial liability to reflect the change that is required by interest rate benchmark reform. Subsequently, the Group applies the policies on accounting for modifications to the additional changes.

The amendments also provide an exception to use a revised discount rate that reflects the change in interest rate when remeasuring a lease liability because of a lease modification that is required by interest rate benchmark reform.

Finally, the Phase 2 amendments provide a series of temporary exceptions from certain hedge accounting requirements when a change required by interest rate benchmark reform occurs to a hedged item and/or hedging instrument that permit the hedge relationship to be continued without interruption. The Group applies the following reliefs as and when uncertainty arising from interest rate benchmark reform is no longer present with respect to the timing and the amount of the interest rate benchmark-based cashflows of the hedged item or hedging instrument:

- the Group amends the designation of a hedging relationship to reflect changes that are required by the reform without discontinuing the hedging relationship; and
- when a hedged item in a cash flow hedge is amended to reflect the changes that are required by the reform, the amount accumulated in the cash flow hedge reserve is deemed to be based on the alternative benchmark rate on which the hedged future cash flows are determined.

Where uncertainty persists in the timing or amount of the interest rate benchmark-based cash flows of hedged item or hedging instrument, the Group continues to apply the existing accounting policies disclosed in Note 3.5(vi). See also Note 29 for related disclosures about risks, financial liabilities indexed to IBOR and hedge accounting.

2 BASIS OF PREPARATION (continued)

2.5 Changes in accounting policies (continued)

COVID-19 Related Rent Concessions beyond 30 June 2021

The amendment allows the Group as lessee not to account for rent concessions as lease modifications if they are a direct consequence of COVID-19 and if all the criteria are met:

- the revised consideration is substantially the same or less than the original consideration;
- the reduction in lease payments relates to payments due on or before 30 June 2022; and
- no other substantive changes have been made to the terms of the lease.

3 SIGNIFICANT ACCOUNTING POLICIES

The accounting policies set out below have been applied consistently to all periods presented in these financial statements, and have been applied consistently by the Group, except as explained in Note 2.5, which addresses changes in accounting policies.

3.1 Basis of consolidation

Business combinations

The Group accounts for business combinations using the acquisition method when the acquired set of activities and assets meets the definition of a business and control is transferred to the Group. In determining whether a particular set of activities and assets is a business, the Group assesses whether the set of assets and activities acquired includes, at a minimum, an input and substantive process and whether the acquired set has the ability to produce outputs.

The Group has an option to apply a 'concentration test' that permits a simplified assessment of whether an acquired set of activities and assets is not a business. The optional concentration test is met if substantially all of the fair value of the gross assets acquired is concentrated in a single identifiable asset or group of similar identifiable assets.

The Group measures goodwill at the date of acquisition as:

- the fair value of the consideration transferred; plus
- the recognised amount of any NCI in the acquiree; plus
- if the business combination is achieved in stages, the fair value of the pre-existing equity interest in the acquiree,

over the net recognised amount (generally fair value) of the identifiable assets acquired and liabilities assumed. Any goodwill that arises is tested annually for impairment.

3 SIGNIFICANT ACCOUNTING POLICIES (continued)

3.1 Basis of consolidation (continued)

***Business combinations** (continued)*

When the excess is negative, a gain relating to negative goodwill is recognised immediately in the Statement of Total Return.

The consideration transferred does not include amounts related to the settlement of pre-existing relationships. Such amounts are generally recognised in the Statement of Total Return.

Any contingent consideration payable is recognised at fair value at the date of acquisition and included in the consideration transferred. If the contingent consideration that meets the definition of a financial instrument is classified as equity, it is not remeasured and settlement is accounted for within equity. Otherwise, other contingent consideration is remeasured at fair value at each reporting date and subsequent changes to the fair value of the contingent consideration are recognised in the Statement of Total Return.

NCI that are present ownership interests and entitle their holders to a proportionate share of the acquiree's net assets in the event of liquidation are measured either at fair value or at the NCI's proportionate share of the recognised amounts of the acquiree's identifiable net assets, at the date of acquisition. The measurement basis taken is elected on a transaction-by-transaction basis. All other NCI are measured at acquisition-date fair value, unless another measurement basis is required by FRSs.

Costs related to the acquisition, other than those associated with the issue of debt or equity investments, that the Group incurs in connection with a business combination are expensed as incurred.

Changes in the Group's interest in a subsidiary that do not result in a loss of control are accounted for as equity transactions.

Subsidiaries

Subsidiaries are entities controlled by the Group. The Group controls an entity when it is exposed to, or has rights to, variable returns from its involvement with the entity and has the ability to affect those returns through its power over the entity. The financial statements of subsidiaries are included in the consolidated financial statements from the date that control commences until the date that control ceases.

The accounting policies of subsidiaries have been changed when necessary to align them with the policies adopted by the Group. Losses applicable to NCI in a subsidiary are allocated to the NCI even if doing so causes the NCI to have a deficit balance.

Loss of control

When the Group loses control over a subsidiary, it derecognises the assets and liabilities of the subsidiary, and any related NCI and other components of equity. Any resulting gain or loss is recognised in the Statement of Total Return. Any interest retained in the former subsidiary is measured at fair value when control is lost.

3 SIGNIFICANT ACCOUNTING POLICIES (continued)

3.1 Basis of consolidation (continued)

Investments in joint ventures (equity-accounted investees)

A joint venture is an arrangement in which the Group has joint control, whereby the Group has rights to the net assets of the arrangement, rather than rights to its assets and obligations for its liabilities.

Investments in joint ventures are accounted for using the equity method. They are initially recognised at cost, which includes transaction costs. Subsequent to initial recognition, the consolidated financial statements include the Group's share of profit or loss and other comprehensive income of equity-accounted investees, after adjustments to align the accounting policies with those of the Group, from the date that joint control commences until the date that joint control ceases.

When the Group's share of losses exceeds its investment in an equity-accounted investee, the carrying amount of that investment, together with any long-term interests that form part thereof, is reduced to zero, and the recognition of further losses is discontinued except to the extent that the Group has an obligation to fund the investee's operations or has made payments on behalf of the investee.

Transactions eliminated on consolidation

Intra-group balances and transactions, and any unrealised income or expenses (except for foreign currency transaction gains or losses) arising from intra-group transactions, are eliminated in preparing the consolidated financial statements. Unrealised gains arising from transactions with equity-accounted investees are eliminated against the investment to the extent of the Group's interest in the investee. Unrealised losses are eliminated in the same way as unrealised gains, but only to the extent that there is no evidence of impairment.

Subsidiaries and joint ventures in the separate financial statements

Investments in subsidiaries and joint ventures are stated in the Trust's Statement of Financial Position at cost less accumulated impairment losses.

3.2 Plant and equipment

Recognition and measurement

Items of plant and equipment are measured at cost less accumulated depreciation and accumulated impairment losses. Cost includes expenditure that is directly attributable to the acquisition of the asset.

If significant parts of an item of plant and equipment have different useful lives, they are accounted for as separate items (major components) of plant and equipment.

Any gain or loss on disposal of an item of plant and equipment is recognised in the Statement of Total Return.

Subsequent costs

The cost of replacing a component of an item of plant and equipment is recognised in the carrying amount of the item if it is probable that the future economic benefits embodied within the component will flow to the Group, and its cost can be measured reliably. The carrying amount of the replaced component is derecognised. The costs of the day-to-day servicing of plant and equipment are recognised in the Statement of Total Return as incurred.

3 SIGNIFICANT ACCOUNTING POLICIES (continued)

3.2 Plant and equipment (continued)

Depreciation

Depreciation is based on the cost of an asset less its residual value. Depreciation is recognised as an expense in the Statement of Total Return on a straight-line basis over the estimated useful lives of each component of an item of plant and equipment.

Depreciation is recognised from the date that the plant and equipment are installed and are ready for use.

The estimated useful lives for the current and comparative years are as follows:

Furniture, fittings and equipment – 2 to 5 years

Depreciation methods, useful lives and residual values are reviewed at the end of each reporting period and adjusted if appropriate.

3.3 Investment properties

Investment properties are properties held either to earn rental income or for capital appreciation or for both, but not for sale in the ordinary course of business, use in the production or supply of goods or services or for administrative purposes. Investment properties are measured at cost on initial recognition and subsequently at fair value with any change therein recognised in the Statement of Total Return.

Cost includes expenditure that is directly attributable to the acquisition of the investment property, which includes transaction costs.

Fair value is determined in accordance with the Trust Deed, which requires the investment properties to be valued by independent registered valuers in the following events:

- in such manner and frequency required under the CIS Code issued by MAS; and
- at least once in each period of 12 months following the acquisition of each parcel of real estate property.

Any gain or loss on disposal of an investment property (calculated as the difference between the net proceeds from disposal and the carrying amount of the item) is recognised in the Statement of Total Return.

Any increase or decrease on revaluation is credited or charged to the Statement of Total Return as a net change in fair value of the investment properties.

Investment properties are not depreciated. The properties are subject to continued maintenance and regularly revalued on the basis set out above. For income tax purposes, the Group and the Trust may claim capital allowances on assets that qualify as plant and machinery under the Income Tax Act.

3 SIGNIFICANT ACCOUNTING POLICIES (continued)

3.4 Foreign currency

Foreign currency transactions

Items included in the financial statements of each entity in the Group are measured using the currency that best reflects the economic substance of the underlying events and circumstances relevant to that entity (the functional currency).

Transactions in foreign currencies are translated to the respective functional currencies of Group entities at exchange rates at the dates of the transactions. Monetary assets and liabilities denominated in foreign currencies at the reporting date are translated to the functional currency at the exchange rate at that date. The foreign currency gain or loss on monetary items is the difference between amortised cost in the functional currency at the beginning of the year, adjusted for effective interest and payments during the year, and the amortised cost in foreign currency translated at the exchange rate at the end of the year.

Non-monetary assets and liabilities denominated in foreign currencies that are measured at fair value are translated to the functional currency at the exchange rate at the date that the fair value was determined. Non-monetary items in a foreign currency that are measured in terms of historical cost are translated using the exchange rate at the date of the transaction. Foreign currency differences arising on translation are generally recognised in Statement of Total Return. However, foreign currency differences arising from the translation of the following items are recognised in the Statement of Movements in Unitholders' Funds:

- an equity investment designated as at fair value through Unitholders' Funds ("FVOCI");
- a financial liability designated as a hedge of the net investment in a foreign operation to the extent that the hedge is effective; and
- qualifying cash flow hedges to the extent the hedge is effective.

Foreign operations

The assets and liabilities of foreign operations, including goodwill and fair value adjustments arising on acquisition, are translated to Singapore dollars at exchange rates at the reporting date. The income and expenses of foreign operations are translated to Singapore dollars at exchange rates at the dates of the transactions.

Foreign currency differences are recognised in the Statement of Movements in Unitholders' Funds. However, if the foreign operation is a non-wholly-owned subsidiary, then the relevant proportionate share of the translation difference is allocated to the NCI. When a foreign operation is disposed of such that control, significant influence or joint control is lost, the cumulative amount in the translation reserve related to that foreign operation is reclassified to the Statement of Total Return as part of the gain or loss on disposal. When the Group disposes of only part of its interest in a subsidiary that includes a foreign operation while retaining control, the relevant proportion of the cumulative amount is reattributed to NCI. When the Group disposes of only part of its investment in an associate or joint venture that includes a foreign operation while retaining significant influence or joint control, the relevant proportion of the cumulative amount is reclassified to the Statement of Total Return.

Hedge of net investment in foreign operation

When the settlement of a monetary item receivable from or payable to a foreign operation is neither planned nor likely to occur in the foreseeable future, foreign exchange gains and losses arising from such a monetary item that are considered to form part of a net investment in a foreign operation are recognised in the Statement of Movements in Unitholders' Funds and are presented in the foreign currency translation reserve within Unitholders' Funds.

3 SIGNIFICANT ACCOUNTING POLICIES (continued)

3.5 Financial instruments

(i) Recognition and initial measurement

Non-derivative financial assets and financial liabilities

Trade receivables are initially recognised when they are originated. All other financial assets and financial liabilities are initially recognised when the Group becomes a party to the contractual provisions of the instrument.

(ii) Classification and subsequent measurement

Non-derivative financial assets

On initial recognition, a financial asset is classified as measured at:

- amortised costs; or
- fair value through Unitholders' fund ("FVOCI").

The classification depends on the Group's business model for managing the financial assets as well as the contractual terms of the cash flows of the financial asset.

Financial assets are not reclassified subsequent to their initial recognition unless the Group changes its business model for managing financial assets, in which case all affected financial assets are reclassified on the first day of the first reporting period following the change in the business model.

Financial assets at amortised cost

A financial asset is measured at amortised cost if it meets both the following conditions and is not designated as at fair value through profit or loss ("FVTPL"):

- it is held within a business model whose objective is to hold assets to collect contractual cash flows; and
- its contractual terms give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

Equity investments at FVOCI

On initial recognition of an equity investment that is not held-for-trading, the Group may irrevocably elect to present subsequent changes in the investment's fair value in the Statement of Movement in Unitholders' Funds. This election is made on investment-by-investment basis.

Non-derivative financial assets: Subsequent measurement and gains and losses

Financial assets at amortised cost

These assets are subsequently measured at amortised cost using the effective interest method. The amortised cost is reduced by impairment losses. Interest income, foreign exchange gains and losses and impairment are recognised in Statement of Total Return. Any gain or loss on derecognition is recognised in Statement of Total Return.

3 SIGNIFICANT ACCOUNTING POLICIES (continued)

3.5 Financial instruments (continued)

(ii) Classification and subsequent measurement (continued)

Non-derivative financial assets: Subsequent measurement and gains and losses (continued)

Equity investments at FVOCI

These assets are subsequently measured at fair value. Dividends are recognised as income in Statement of Total Return unless the dividend clearly represents a recovery of part of the cost of the investment. Other net gains and losses are recognised in Statement of Unitholders' Funds and are never reclassified to Statement of Total Return.

Non-derivative financial liabilities: Classification, subsequent measurement and gains and losses

Financial liabilities are classified as measured at amortised cost. Other financial liabilities are initially measured at fair value less directly attributable transaction costs. They are subsequently measured at amortised cost using the effective interest method. Interest expense and foreign exchange gains and losses are recognised in Statement of Total Return.

(iii) Derecognition

Financial assets

The Group derecognises a financial asset when:

- the contractual rights to the cash flows from the financial asset expire; or
- it transfers the rights to receive the contractual cash flows in a transaction in which either
  - substantially all of the risks and rewards of ownership of the financial asset are transferred; or
  - the Group neither transfers nor retains substantially all of the risks and rewards of ownership and it does not retain control of the financial asset.

Transferred assets are not derecognised when the Group enters into transactions whereby it transfers assets recognised in its Statement of Financial Position, but retains either all or substantially all of the risks and rewards of the transferred assets.

Financial liabilities

The Group derecognises a financial liability when its contractual obligations are discharged or cancelled, or expire. The Group also derecognises a financial liability when its terms are modified and the cash flows of the modified liability are substantially different, in which case a new financial liability based on the modified terms is recognised at fair value.

On derecognition of a financial liability, the difference between the carrying amount extinguished and the consideration paid (including any non-cash assets transferred or liabilities assumed) is recognised in the Statement of Total Return.

3 SIGNIFICANT ACCOUNTING POLICIES (continued)

3.5 Financial instruments (continued)

(iv) Offsetting

Financial assets and financial liabilities are offset and the net amount presented in the Statement of Financial Position when, and only when, the Group currently has a legally enforceable right to set off the amounts and it intends either to settle them on a net basis or to realise the asset and settle the liability simultaneously.

(v) Cash and cash equivalents

Cash and cash equivalents comprise cash balances and bank deposits.

(vi) Derivative financial instruments and hedge accounting

The Group holds derivative financial instruments to hedge its foreign currency and interest rate risk exposures. Embedded derivatives are separated from the host contract and accounted for separately if the host contract is not a financial asset and certain criteria are met.

Derivatives are initially measured at fair value and any directly attributable transaction costs are recognised in the Statement of Total Return as incurred. Subsequent to initial recognition, derivatives are measured at fair value, and changes therein are generally recognised in the Statement of Total Return, unless it is designated in a hedge relationship that qualifies for hedge accounting.

The Group designates certain derivatives and non-derivative financial instruments as hedging instruments in qualifying hedging relationships. At inception of designated hedging relationships, the Group documents the risk management objective and strategy for undertaking the hedge. The Group also documents the economic relationship between the hedged item and the hedging instrument, including whether the changes in cash flows of the hedged item and hedging instrument are expected to offset each other.

Hedges directly affected by interest rate benchmark reform

Phase 1 amendments: Prior to interest rate benchmark reform – when there is uncertainty arising from interest rate benchmark reform

For the purpose of evaluating whether there is an economic relationship between the hedged item(s) and the hedging instrument(s), the Group assumes that the benchmark interest rate is not altered as a result of interest rate benchmark reform.

For a cash flow hedge of a forecast transaction, the Group assumes that the benchmark interest rate will not be altered as a result of interest rate benchmark reform for the purpose of assessing whether the forecast transaction is highly probable and presents an exposure to variations in cash flows that could ultimately affected Statement of Total Return. In determining whether a previously designated forecasted transaction in a discontinued cash flow hedge is still expected to occur, the Group assumes that the interest rate benchmark cash flows designated as a hedge will not be altered as a result of interest rate benchmark reform.

3 SIGNIFICANT ACCOUNTING POLICIES (continued)

3.5 Financial instruments (continued)

(vi) Derivative financial instruments and hedge accounting (continued)

Hedges directly affected by interest rate benchmark reform *(continued)*

The Group will cease to apply the specific policy for assessing the economic relationship between the hedged item and the hedging instrument (i) to a hedged item or hedging instrument when the uncertainty arising from interest rate benchmark reform is no longer present with respect to the timing and the amount of the interest rate benchmark-based cash flows of the respective item or instrument or (ii) when the hedging relationship is discontinued. For its highly probable assessment of the hedged item, the Group will no longer apply the specific policy when the uncertainty arising from interest rate benchmark reform about the timing and the amount of the interest rate benchmark-based future cash flows of the hedged item is no longer present, or when the hedging relationship is discontinued.

Phase 2 amendments: Replacement of benchmark interest rate – when there is no longer uncertainty arising from interest rate benchmark reform

When the basis for determining the contractual cash flows of the hedged item or the hedging instrument changes as a result of interest rate benchmark reform and therefore there is no longer uncertainty arising about the cash flows of the hedged item or the hedging instrument, the Group amends the hedge documentation of that hedging relationship to reflect the change(s) required by interest rate benchmark reform. A change in the basis for determining the contractual cash flows is required by interest rate benchmark reform if the following conditions are met:

- the change is necessary as a direct consequence of the reform; and
- the new basis for determining the contractual cash flows is economically equivalent to the previous basis – i.e. the basis immediately before the change.

For this purpose, the hedge designation is amended only to make one or more of the following changes:

- designating an alternative benchmark rate as the hedged risk;
- updating the description of hedged item, including the description of the designated portion of the cash flows or fair value being hedged; or
- updating the description of the hedging instrument.

The Group amends the description of the hedging instrument only if the following conditions are met:

- it makes a change required by interest rate benchmark reform by changing the basis for determining the contractual cash flow of the hedging instrument or using another approach that is economically equivalent to changing the basis for determining the contractual cash flows of the original hedging instrument; and
- the original hedging instrument is not derecognised.

The Group amends the formal hedging documentation by the end of the reporting period during which a change required by interest rate benchmark reform is made to the hedged risk, hedging item or hedging instrument. These amendments in the formal hedge documentation do not constitute the discontinuation of the hedging relationship or the designation of a new hedging relationship.

3 SIGNIFICANT ACCOUNTING POLICIES (continued)

3.5 Financial instruments (continued)

(vi) Derivative financial instruments and hedge accounting (continued)

Hedges directly affected by interest rate benchmark reform *(continued)*

If changes are made in addition to those changes required by interest rate benchmark reform described above, then the Group first considers whether those additional changes result in the discontinuation of the hedge accounting relationship. If the additional changes do not result in the discontinuation of hedge accounting relationship, then the Group amends the formal hedged documentation for changes required by interest rate benchmark reform as mentioned above.

When the interest rate benchmark on which the hedged future cash flows had been based is changed as required by interest rate benchmark reform, for the purpose of determining whether the hedged future cash flows are expected to occur, the Group deems that the hedging reserve recognised in the Statement of Movements in Unitholders' Funds for that hedging relationship is based on the alternative benchmark rate on which the hedged future cash flows will be based.

Cash flow hedges

The Group designates certain derivatives as hedging instruments to hedge the cash flows associated with highly probable forecast transactions arising from changes in foreign exchange rates and interest rates.

When a derivative is designated as a cash flow hedging instrument, the effective portion of changes in the fair value of the derivative is recognised in the Statement of Movements in Unitholders' Funds and accumulated in the hedging reserve. The effective portion of changes in the fair value of the derivative that is recognised in the Statement of Movements in Unitholders' Funds is limited to the cumulative change in fair value of the hedged item, determined on a present value basis, from inception of the hedge. Any ineffective portion of changes in the fair value of the derivative is recognised immediately in the Statement of Total Return.

For all hedged transactions, the amount accumulated in the hedging reserve is reclassified to the Statement of Total Return in the same period or periods during which the hedged expected future cash flows affect the Statement of Total Return.

If the hedge no longer meets the criteria for hedge accounting or the hedging instrument is sold, expires, is terminated or is exercised, then hedge accounting is discontinued prospectively. When hedge accounting for cash flow hedges is discontinued, the amount that has been accumulated in the hedging reserve remains in unitholders' funds until it is reclassified to the Statement of Total Return in the same period or periods as the hedged expected future cash flows affect the Statement of Total Return.

If the hedged future cash flows are no longer expected to occur, then the amounts that have been accumulated in the hedging reserve are immediately reclassified to the Statement of Total Return.

3 SIGNIFICANT ACCOUNTING POLICIES (continued)

3.5 Financial instruments (continued)

(vi) Derivative financial instruments and hedge accounting (continued)

Net investment hedges

The Group designates certain derivatives and non-derivative financial liabilities as hedges of foreign exchange risk on a net investment in a foreign operation.

When a derivative instrument or a non-derivative financial liability is designated as the hedging instrument in a hedge of a net investment in a foreign operation, the effective portion of, for a derivative, changes in the fair value of the hedging instrument or, for a non-derivative, foreign exchange gains and losses is recognised in the Statement of Movements in Unitholders' Funds and presented in the foreign currency translation reserve within Unitholders' Funds. Any ineffective portion of the changes in the fair value of the derivative or foreign exchange gains and losses on the non-derivative is recognised immediately in the Statement of Total Return. The amount recognised in Unitholders' Funds is reclassified to the Statement of Total Return as a reclassification adjustment on disposal of the foreign operation.

3.6 Impairment

Non-derivative financial assets

The Group recognises loss allowances for expected credit loss ("ECLs") on financial assets measured at amortised costs.

Loss allowances of the Group are measured on either of the following bases:

- 12-month ECLs: these are ECLs that result from default events that are possible within the 12 months after the reporting date (or for shorter period if the expected life of the instrument is less than 12 months); or
- Lifetime ECLs: these are ECLs that result from all possible default events over the expected life of a financial instrument.

Simplified approach

The Group applies the simplified approach to provide for ECLs for all trade receivables. The simplified approach requires the loss allowance to be measured at an amount equal to lifetime ECLs.

General approach

The Group applies the general approach to provide for ECLs on all other financial instruments. Under the general approach, the loss allowance is measured at an amount equal to 12-month ECLs at initial recognition.

At each reporting date, the Group assesses whether the credit risk of a financial instrument has increased significantly since initial recognition. When credit risk has increased significantly since initial recognition, loss allowance is measured at an amount equal to lifetime ECLs.

When determining whether the credit risk of a financial asset has increased significantly since initial recognition and when estimating ECLs, the Group considers reasonable and supportable information that is relevant and available without undue cost or effort. This includes both quantitative and qualitative information and analysis, based on the Group's historical experience and informed credit assessment and includes forward-looking information.

3 SIGNIFICANT ACCOUNTING POLICIES (continued)

3.6 Impairment (continued)

***Non-derivative financial assets** (continued)*

If credit risk has not increased significantly since initial recognition or if the credit quality of the financial instruments improve such that there is no longer a significant increase in credit risk since initial recognition, loss allowance is measured at an amount equal to 12-month ECLs.

The Group considers a financial asset to be in default when:

- the debtor is unlikely to pay its credit obligations to the Group in full, without recourse by the Group to actions such as realising security (if any is held); or
- the financial asset is more than 90 days past due.

The maximum period considered when estimating ECLs is the maximum contractual period over which the Group is exposed to credit risk.

Measurement of ECLs

ECLs are probability-weighted estimates of credit losses. Credit losses are measured at the present value of all cash shortfalls (i.e. the difference between the cash flows due to the Group in accordance with the contract and the cash flows that the Group expects to receive). ECLs are discounted at the effective interest rate of the financial asset.

Credit-impaired financial assets

At each reporting date, the Group assesses whether financial assets carried at amortised cost are credit-impaired. A financial asset is 'credit-impaired' when one or more events that have a detrimental impact on the estimated future cash flows of the financial asset have occurred.

Evidence that a financial asset is credit-impaired includes the following observable data:

- significant financial difficulty of the debtor;
- a breach of contract such as a default or being more than 90 days past due;
- the restructuring of a loan or advance by the Group on terms that the Group would not consider otherwise;
- it is probable that the debtor will enter bankruptcy or other financial reorganisation; or
- the disappearance of an active market for a security because of financial difficulties.

Presentation of allowance for ECLs in the Statement of Financial Position

Loss allowances for financial assets measured at amortised cost are deducted from the gross carrying amount of these assets.

Write-off

The gross carrying amount of a financial asset is written off (either partially or in full) to the extent that there is no realistic prospect of recovery. This is generally the case when the Group determines that the debtor does not have assets or sources of income that could generate sufficient cash flows to repay the amounts subject to the write-off. However, financial assets that are written off could still be subject to enforcement activities in order to comply with the Group's procedures for recovery of amounts due.

3 SIGNIFICANT ACCOUNTING POLICIES (continued)

3.6 Impairment (continued)

Non-financial assets

The carrying amounts of the Group's non-financial assets, other than investment properties, are reviewed at each reporting date to determine whether there is any indication of impairment. If any such indication exists, then the asset's recoverable amount is estimated. An impairment loss is recognised if the carrying amount of an asset or its related cash-generating unit (CGU) exceeds its estimated recoverable amount.

The recoverable amount of an asset or CGU is the greater of its value in use and its fair value less costs of disposal. In assessing value in use, the estimated future cash flows are discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset or CGU. For the purpose of impairment testing, assets that cannot be tested individually are grouped together into the smallest group of assets that generates cash inflows from continuing use that are largely independent of the cash inflows of other assets or CGU.

Impairment losses are recognised in the Statement of Total Return. An impairment loss is recognised if the carrying amount of an asset or CGU exceeds its estimated recoverable amount. A CGU is the smallest identifiable asset group that generates cash flows from continuing use that are largely independent from other assets or CGUs. Impairment losses are recognised in the Statement of Total Return unless it reverses a previous revaluation, credited to Unitholders' funds, in which case it is charged to Unitholders' Funds.

Impairment losses recognised in prior periods are assessed at each reporting date for any indications that the loss has decreased or no longer exists. An impairment loss is reversed if there has been a change in the estimates used to determine the recoverable amount. An impairment loss is reversed only to the extent that the asset's carrying amount does not exceed the carrying amount that would have been determined, net of depreciation or amortisation, if no impairment loss had been recognised.

Subsidiaries and joint ventures

An impairment loss in respect of a subsidiary or joint venture is measured by comparing the recoverable amount of the investment with its carrying amount in accordance with the requirements for non-financial assets. An impairment loss is recognised in the Statement of Total Return. An impairment loss is reversed if there has been a favourable change in the estimates used to determine the recoverable amount and only to the extent that the recoverable amount increase.

3.7 Loans and borrowings

Loans and borrowings are recognised initially at fair value less attributable transaction costs. Subsequent to initial recognition, loans and borrowings are stated at amortised cost with any difference between cost and redemption value being recognised in the Statement of Total Return over the period of the borrowings on an effective interest basis.

3 SIGNIFICANT ACCOUNTING POLICIES (continued)

3.8 Leases

At inception of a contract, the Group assesses whether a contract is, or contains, a lease. A contract is, or contains, a lease if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration.

As a lessee

At commencement or on modification of a contract that contains a lease component, the Group allocates the consideration in the contract to each lease component on the basis of its relative stand-alone prices. However, for the leases of property, the Group has elected not to separate non-lease components and account for the lease and non-lease components as a single lease component.

The Group recognises a right-of-use asset (classified as plant and equipment or investment properties) and a lease liability at the lease commencement date. The right-of-use asset is initially measured at cost, which comprises the initial amount of the lease liability adjusted for any lease payments made at or before the commencement date, plus any initial direct costs incurred and an estimate of costs to dismantle and remove the underlying asset or to restore the underlying asset or the site on which it is located, less any lease incentives received.

The right-of-use asset (classified as plant and equipment) is subsequently depreciated using the straight-line method from the commencement date to the end of the lease term, unless the lease transfers ownership of the underlying asset to the Group by the end of the lease term or the cost of the right-of-use asset (classified as plant and equipment) reflects that the Group will exercise a purchase option. In that case the right-of-use asset (classified as plant and equipment) will be depreciated over the useful life of the underlying asset, which is determined on the same basis as those of property and equipment. In addition, the right-of-use asset (classified as plant and equipment) is periodically reduced by impairment losses, if any, and adjusted for certain remeasurements of the lease liability.

The right-of-use asset (classified as plant and equipment) is subsequently stated at cost less accumulated depreciation and impairment losses, except for right-of-use assets (classified as investment properties) that meet the definition of investment property are carried at fair value in accordance with Note 3.3.

The lease liability is initially measured at the present value of the lease payments that are not paid at the commencement date, discounted using the interest rate implicit in the lease or, if that rate cannot be readily determined, the lessee's incremental borrowing rate. Generally, the Group uses the lessee's incremental borrowing rate as the discount rate.

The Group determines the lessee's incremental borrowing rate by obtaining interest rates from various external financing sources and makes certain adjustments to reflect the terms of the lease and type of the asset leased.

Lease payments included in the measurement of the lease liability comprise the following:

- fixed payments, including in-substance fixed payments; and
- variable lease payments that depend on an index or a rate, initially measured using the index or rate as at the commencement date.

The lease liability is measured at amortised cost using the effective interest method. It is remeasured when there is a change in future lease payments arising from a change in an index or rate, if there is a change in the Group's estimate of the amount expected to be payable under a residual value guarantee, if the Group changes its assessment of whether it will exercise a purchase, extension or termination option or if there is a revised in-substance fixed lease payment.

3 SIGNIFICANT ACCOUNTING POLICIES (continued)

3.8 Leases (continued)

***As a lessee** (continued)*

When the lease liability is remeasured in this way, a corresponding adjustment is made to the carrying amount of the right-of-use asset, or is recorded in Statement of Total Return if the carrying amount of the right-of-use asset has been reduced to zero.

The Group presents right-of-use assets that do not meet the definition of investment property in 'plant and equipment' in the Statement of Financial Position.

Short-term leases and leases of low-value assets

The Group has elected not to recognise right-of-use assets and lease liabilities for leases of low-value assets and short-term leases, including IT equipment. The Group recognises the lease payments associated with these leases as an expense on a straight-line basis over the lease term.

COVID-19-related rent concessions

The Group has applied COVID-19-Related Rent Concessions – Amendment to FRS 116. The Group applies the practical expedient allowing it not to assess whether eligible rent concessions that are a direct consequence of the COVID-19 pandemic are lease modifications. The Group applies the practical expedient consistently to contracts with similar characteristics and in similar circumstances. For rent concessions in leases to which the Group chooses not to apply the practical expedient, or do not qualify for the practical expedient, the Group assesses whether there is a lease modification.

As a lessor

At inception or on modification of a contract that contains a lease component, the Group allocates the consideration in the contract to each lease component on the basis of their relative stand-alone prices.

When the Group acts as a lessor, it determines at lease inception whether each lease is a finance lease or an operating lease.

To classify each lease, the Group makes an overall assessment of whether the lease transfers substantially all of the risks and rewards incidental to ownership of the underlying asset. If this is the case, then the lease is a finance lease; if not, then it is an operating lease. As part of this assessment, the Group considers certain indicators such as whether the lease is for the major part of the economic life of the asset.

When the Group is an intermediate lessor, it accounts for its interests in the head lease and the sub-lease separately. It assesses the lease classification of a sub-lease with reference to the right-of-use asset arising from the head lease, not with reference to the underlying asset. If a head lease is a short-term lease to which the Group applies the exemption described above, then it classifies the sub-lease as an operating lease.

If an arrangement contains lease and non-lease components, then the Group applies the principles of FRS 115 to allocate the consideration in the contract.

The Group recognises lease payments received from investment properties under operating leases as income on a straight-line basis over the lease term as part of 'revenue'.

3 SIGNIFICANT ACCOUNTING POLICIES (continued)

3.9 Unitholders' funds

Unitholders' funds represent the Unitholders' residual interest in the Group's net assets upon termination and is classified as equity.

Incremental costs directly attributable to the issue of units are recognised as a deduction from Unitholders' funds.

3.10 Revenue recognition

Rental income

Rental income from investment properties is recognised in the Statement of Total Return on a straight-line basis over the term of the lease, except where an alternative basis is more representative of the pattern of benefits to be derived from the leased assets. Lease incentives granted are recognised as an integral part of the total rental income, over the term of the lease. Contingent rentals, which include gross turnover rental, are recognised as income in the accounting period on a receipt basis. No contingent rentals are recognised if there are uncertainties due to the possible return of amounts received.

Car park income

Car park income is recognised as it accrues on a time apportioned basis.

3.11 Expenses

Property operating expenses

Property operating expenses consist of property taxes, utilities, property management fees, property management reimbursements, marketing, maintenance and other property outgoings in relation to investment properties where such expenses are the responsibility of the Group.

Property management fees are recognised on an accrual basis based on the applicable formula, stipulated in Note 1.1.

Management fees

Management fees are recognised on an accrual basis using the applicable formula, stipulated in Note 1.2.

Trustee's fees

The Trustee's fees are recognised on an accrual basis using the applicable formula, stipulated in Note 1.3.

3.12 Interest income, investment income and finance costs

Interest income is recognised as it accrues, using the effective interest method.

Investment income is recognised in the Statement of Total Return when the Group's right to receive distribution income is established.

Finance costs comprise interest expense on borrowings, interest expense from lease liabilities and amortisation of borrowings related transaction costs, and are recognised in the Statement of Total Return using the effective interest method over the period of borrowings.

3 SIGNIFICANT ACCOUNTING POLICIES (continued)

3.12 Interest income, investment income and finance costs (continued)

The 'effective interest rate' is the rate that exactly discounts estimated future cash payments or receipts through the expected life of the financial instrument to the gross carrying amount of the financial asset, or the amortised cost of the financial liability.

Borrowing costs that are not directly attributable to the acquisition, construction or production of a qualifying asset are recognised in the Statement of Total Return using the effective interest method.

3.13 Government grants

Government grants related to assets are initially recognised as deferred income at fair value when there is reasonable assurance that they will be received and the Group will comply with the conditions associated with the grant. These grants are then recognised in Statement of Total Return on a systematic basis over the useful life of the asset. Grants that compensate the Group for expenses incurred are recognised in Statement of Total Return on a systematic basis in the periods in which the expenses are recognised, unless the conditions for receiving the grant are met after the related expenses have been recognised. In this case, the grant is recognised when it becomes receivable.

3.14 Income tax

Tax expense comprises current and deferred tax. Current tax and deferred tax are recognised in the Statement of Total Return except to the extent that it relates to a business combination, or items directly in Unitholders' Funds.

Current tax is the expected tax payable on the taxable income for the year, measured using tax rates enacted or substantively enacted at the reporting date, and any adjustment to tax payable in respect of previous years. The amount of current tax payable or receivable is the best estimate of the tax amount expected to be paid or received that reflects uncertainty related to income taxes, if any.

Current tax assets and liabilities are offset only if certain criteria are met.

Deferred tax is recognised in respect of temporary differences between the carrying amounts of assets and liabilities for financial reporting purposes and the amounts used for taxation purposes.

Deferred tax is not recognised for:

- temporary differences on the initial recognition of assets or liabilities in a transaction that is not a business combination and that affects neither accounting nor taxable profit or loss; and

- temporary differences related to investments in subsidiaries and joint ventures to the extent that it is probable that they will not reverse in the foreseeable future.

The measurement of deferred taxes reflects the tax consequences that would follow the manner in which the Group expects, at the reporting period, to recover or settle the carrying amount of its assets and liabilities. For investment property that is measured at fair value, the carrying amount of the investment property is presumed to be recovered through sale, and the Group has not rebutted this presumption. Deferred tax is measured at the tax rates that are expected to be applied to temporary differences when they reverse, based on tax rates and tax laws that have been enacted or substantively enacted by the reporting date, and reflects uncertainty related to income taxes, if any.

3 SIGNIFICANT ACCOUNTING POLICIES (continued)

3.14 Income tax (continued)

Deferred tax assets and liabilities are offset if there is a legally enforceable right to offset current tax liabilities and assets, and they relate to taxes levied by the same tax authority on the same taxable entity, or on different tax entities, but they intend to settle current tax liabilities and assets on a net basis or their tax assets and liabilities will be realised simultaneously.

Deferred tax assets are recognised for unused tax losses, unused tax credits and deductible temporary differences to the extent that it is probable that future taxable profits will be available against which they can be used. Deferred tax assets are reviewed at each reporting date and are reduced to the extent that it is no longer probable that the related tax benefit will be realised; such reductions are reversed when the probability of future taxable profits improves.

Unrecognised deferred tax assets are reassessed at each reporting date and recognised to the extent that it has become probable that future taxable profits will be available against which they can be used.

In determining the amount of current and deferred tax, the Group takes into account the impact of uncertain tax positions and whether additional taxes and interest may be due. The Group believes that its accruals for tax liabilities are adequate for all open tax years based on its assessment of many factors, including interpretations of tax law and prior experience. This assessment relies on estimates and assumptions and may involve a series of judgements about future events. New information may become available that causes the Group to change its judgement regarding the adequacy of existing tax liabilities; such changes to tax liabilities will impact tax expense in the period that such a determination is made.

The Inland Revenue Authority of Singapore (the "IRAS") has issued a tax ruling on the tax treatment of the Trust. Subject to meeting the terms and conditions of the tax ruling which includes a distribution of at least 90.0% of the taxable income of the Trust, the Trustee is not subject to tax on the taxable income of the Trust to the extent of the amount distributed. Instead, the distributions made by the Trust out of such taxable income are subject to tax in the hands of Unitholders, unless they are exempt from tax on the Trust's distributions. This treatment is known as the tax transparency treatment.

Individuals and qualifying Unitholders, i.e. companies incorporated and tax resident in Singapore, Singapore branches of companies incorporated outside Singapore, bodies of persons registered or constituted in Singapore, certain international organisations that are exempt from tax on distributions from the Trust and real estate investment trust exchange-traded funds which have been accorded the tax transparency treatment, are entitled to gross distributions from the Trust. For distributions made to foreign non-individual Unitholders and qualifying foreign funds managed by Singapore fund managers, the Trustee is required to withhold tax at the reduced rate of 10.0%. For other types of Unitholders, the Trustee is required to withhold tax at the prevailing corporate tax rate on the distributions made by the Trust. Such other types of Unitholders are subject to tax on the re-grossed amounts of the distributions received but may claim a credit for the tax deducted at source at the prevailing corporate tax rate by the Trustee.

The Trust has a distribution policy to distribute at least 90.0% of its taxable income (other than gains from the sale of real estate properties which are determined to be trading gains). For the taxable income that is not distributed, referred to as retained taxable income, tax will be assessed on the Trustee. Where such retained taxable income is subsequently distributed, the Trustee need not deduct tax at source.

3.15 Earnings per unit

The Group presents basic and diluted earnings per unit data for its units. Basic earnings per unit is calculated by dividing the total return by the weighted-average number of units outstanding during the year. Diluted earnings per unit is determined by adjusting the total return and the weighted-average number of ordinary units outstanding, for the effects of all dilutive potential units.

3 SIGNIFICANT ACCOUNTING POLICIES (continued)

3.16 Segment reporting

An operating segment is a component of the Group that engages in business activities from which it may earn revenues and incur expenses, including revenues and expenses that relate to transactions with any of the Group's other components. All operating segments' operating results are reviewed regularly by the Chief Executive Officer of the Manager (the Group's "Chief Operating Decision Maker" or "CODM") to make decisions about the resources to be allocated to the segment and to assess its performance, and for which discrete financial information is available.

3.17 New standards and amendments not adopted

A number of new standards and amendments to standards are effective for annual periods beginning after 1 January 2021 and earlier application is permitted; however, the Group has not early adopted the principles under the new or amended standards in preparing these financial statements.

The Group has assessed and does not expect the application of these standards to have a significant impact on the financial statements.

4 PLANT AND EQUIPMENT

	Group		Trust	
	2021 $'000	2020 $'000	**2021 $'000**	2020 $'000
Furniture, fittings and equipment				
Cost				
At 1 January	**13,868**	9,523	**8,839**	7,599
Acquisition of subsidiary (Note 32)	**–**	3,054	**–**	–
Additions	**289**	1,506	**183**	1,427
Disposals	**(17)**	(75)	**(15)**	(65)
Assets written off	**(449)**	(125)	**(448)**	(122)
Translation difference	**(62)**	(15)	**–**	–
At 31 December	**13,629**	13,868	**8,559**	8,839
Accumulated depreciation				
At 1 January	**6,804**	6,233	**6,201**	5,750
Charge for the year	**1,177**	786	**711**	638
Disposals	**(16)**	(75)	**(15)**	(65)
Assets written off	**(431)**	(125)	**(430)**	(122)
Translation difference	**(26)**	(15)	**–**	–
At 31 December	**7,508**	6,804	**6,467**	6,201
Carrying amounts				
At 1 January	**7,064**	3,290	**2,638**	1,849
At 31 December	**6,121**	7,064	**2,092**	2,638

5 INVESTMENT PROPERTIES

	Group		Trust	
	2021	2020	**2021**	2020
	$'000	$'000	**$'000**	$'000
At 1 January	**21,366,075**	10,415,843	**8,028,300**	8,203,845
Acquisition of subsidiary (Note 32)	**–**	11,309,546	**–**	–
Capital expenditure	**86,050**	45,877	**25,211**	28,494
Net change in fair value of investment properties	**270,507**	(393,620)	**39,432**	(204,039)
Reclassification to asset held for sale	**(278,000)**	–	**(278,000)**	–
Straight-lining of rental adjustments	**20,911**	(1,024)	**–**	–
Translation difference	**(34,472)**	(10,547)	**–**	–
At 31 December	**21,431,071**	21,366,075	**7,814,943**	8,028,300

Security

As at 31 December 2021, the Group's investment properties with a total carrying amount of $941.5 million (2020: $996.5 million) were pledged as security to banks to secure bank facilities (refer to Note 15).

As at 31 December 2021 and 2020, all investment properties, including investment property reclassified as asset held for sale, held by the Trust are unencumbered.

Fair value hierarchy

The fair value of investment properties, including investment property reclassified as asset held for sale, was determined by external, independent property valuers, having appropriate recognised professional qualifications and recent experience in the location and category of the properties being valued. External valuation of the investment properties is conducted at least once a year.

The fair value measurement for investment properties, including investment property reclassified as asset held for sale, for the Group and Trust have been categorised as Level 3 fair values based on the inputs to the valuation techniques used.

	Group		Trust	
	2021	2020	**2021**	2020
	$'000	$'000	**$'000**	$'000
Fair value of investment properties (based on valuation reports)	**21,422,689**	21,357,034	**7,808,300**	8,019,500
Add: Right-of-use asset classified within investment properties	**158**	350	**158**	350
Add: Carrying amount of lease liabilities	**8,224**	8,691	**6,485**	8,450
Carrying amount of investment properties	**21,431,071**	21,366,075	**7,814,943**	8,028,300

5 INVESTMENT PROPERTIES (continued)

Valuation technique

Investment properties, including investment property reclassified as asset held for sale, are stated at fair value based on valuation performed by independent professional valuers. In determining the fair value, the methodology adopted by the valuers includes capitalisation method and discounted cash flow method.

The capitalisation method is an investment approach whereby the estimated gross passing income (on both a passing and market rent basis) is adjusted to reflect anticipated operating costs and a natural vacancy to produce the net income on a fully leased basis. The adopted fully leased net income is capitalised over the remaining term of the lease from the valuation date at an appropriate investment yield.

The discounted cash flow method involves the estimation and projection of a net income stream over a period and discounting the net income stream with an internal rate of return to arrive at the market value. The discounted cash flow method requires the valuer to assume a rental growth rate indicative of market and the selection of a target internal rate of return consistent with current market requirements.

The above valuation methods involve certain estimates. The Manager reviews the key valuation parameters and underlying data including market-corroborated capitalisation rates, discount rates and terminal yield rates adopted by the valuers and is of view that they are reflective of the market conditions as at the reporting dates.

The ongoing novel coronavirus ("COVID-19") pandemic continued to affect market activity in property sectors. As the impact of COVID-19 is fluid and evolving, significant market uncertainty exists. Certain valuers have retained the material uncertainty clauses in the valuation reports, highlighting that as a result of the ongoing COVID-19 pandemic, less certainty should be attached to the valuations than would normally be the case. Due to the uncertain future impact that the pandemic might have on the real estate market, the values might change more rapidly and significantly than during standard market conditions. The carrying amounts of the investment properties, including investment property reclassified as asset held for sale, were current as at 31 December 2021 only.

Significant unobservable inputs

The following table shows the valuation techniques and significant unobservable inputs used in measuring level 3 fair values of investment properties, including investment property reclassified as asset held for sale:

Valuation technique	Significant unobservable inputs	Inter-relationship between key unobservable inputs and fair value measurement
Capitalisation method	**Capitalisation rate** Group *Singapore* Retail 2021: 4.50% to 7.00% (2020: 4.50% to 7.00%) Integrated Developments 2021: 3.63% to 4.85% (2020: 3.75% to 4.85%) Office 2021: 3.40% to 3.75% (2020: 3.45% to 3.95%)	The estimated fair value would increase/(decrease) if the capitalisation rates were lower/(higher).

5 INVESTMENT PROPERTIES (continued)

Significant unobservable inputs (continued)

Valuation technique	Significant unobservable inputs	Inter-relationship between key unobservable inputs and fair value measurement
Discounted cash flow method	**Discount rate** <u>Group</u> *Singapore* Retail 2021: 7.00% to 8.00% (2020: 7.00% to 7.50%) Integrated Developments 2021: 7.00% to 7.25% (2020: 6.75% to 7.25%) Office 2021: 6.50% to 6.75% (2020: 6.75%) *Germany* Office 2021: 5.15% to 6.00% (2020: 3.13% to 4.00%)	The estimated fair value would increase/(decrease) if the discount rates were lower/(higher).
Discounted cash flow method	**Terminal yield rate** <u>Group</u> *Singapore* Retail 2021: 4.75% to 7.25% (2020: 4.75% to 6.55%) Integrated Developments 2021: 3.88% to 5.10% (2020: 4.00% to 5.10%) Office 2021: 3.40% to 4.00% (2020: 3.45% to 4.20%) *Germany* Office 2021: 2.95% to 3.60% (2020: 3.90% to 4.25%)	The estimated fair value would increase/(decrease) if the terminal yield rates were lower/(higher).

6 SUBSIDIARIES

	Trust 2021 $'000	2020 $'000
Unquoted equity investments, at cost	**6,946,711**	7,218,201
Less: Allowance for impairment loss	**(43,505)**	(43,184)
	6,903,206	7,175,017
Loans to subsidiaries		
– Interest-bearing	**2,511,627**	1,774,742
– Non-interest-bearing	**471,903**	471,903
	2,983,530	2,246,645
Less: Allowance for impairment loss	**(8,957)**	(10,720)
	2,974,573	2,235,925
	9,877,779	9,410,942

Loans to subsidiaries are unsecured and are not expected to be repaid in the next twelve months from the reporting date. The interest-bearing loans bear interest rates of 0.87% to 3.26% (2020: 2.14% to 3.26%) per annum. Interest rates are determined by the Trust from time to time.

In 2021, allowance for impairment loss amounting to $7,345,000 was recognised in respect of the Trust's investment in RCS Trust and a reversal of impairment loss amounting to $7,024,000 was recognised in respect of the Trust's investments in Brilliance Mall Trust ("BMT"), Infinity Mall Trust ("IMT") and MSO Trust, taking into consideration the fair value of the underlying properties held by RCS Trust, BMT, IMT and MSO Trust. The recoverable amount was assessed based on fair value less costs to sell estimated using the revalued net assets of RCS Trust, BMT, IMT and MSO Trust and categorised as level 3 on the fair value hierarchy.

In 2020, allowance for impairment loss amounting to $43,184,000 was recognised in respect of the Trust's investments in BMT, IMT and MSO Trust taking into consideration the fair value of the underlying properties held by BMT, IMT and MSO Trust. The recoverable amount was assessed based on fair value less costs to sell estimated using the revalued net assets of BMT, IMT and MSO Trust and categorised as level 3 on the fair value hierarchy.

The movements in the allowance for impairment loss are as follows:

	Trust 2021 $'000	2020 $'000
At the beginning of the year	**53,904**	–
Impairment loss recognised		
– Unquoted equity investments, at cost	**7,345**	43,184
– Loans to subsidiaries	**–**	10,720
Reversal of impairment loss		
– Unquoted equity investments, at cost	**(7,024)**	–
– Loans to subsidiaries	**(1,763)**	–
At the end of the year	**52,462**	53,904

6 SUBSIDIARIES (continued)

Details of the subsidiaries are as follows:

Name of subsidiaries	Principal place of business/ Country of incorporation	Ownership interest 2021 %	2020 %
CMT MTN Pte. Ltd.[1]	Singapore	**100.0**	100.0
Brilliance Mall Trust[1]	Singapore	**100.0**	100.0
Infinity Mall Trust[1]	Singapore	**100.0**	100.0
Victory Office 1 Trust[1]	Singapore	**100.0**	100.0
Victory Office 2 Trust[1]	Singapore	**100.0**	100.0
RCS Trust[1]	Singapore	**100.0**	100.0
MSO Trust[1]	Singapore	**100.0**	100.0
CapitaLand Commercial Trust[1]	Singapore	**100.0**	100.0
CCT MTN Pte. Ltd.[1, 2]	Singapore	**100.0**	100.0
MVKimi (BVI) Limited[2,3]	Singapore/British Virgin Islands	**100.0**	100.0
Asia Square Tower 2 Pte. Ltd.[1, 2]	Singapore	**100.0**	100.0
CCT Galaxy One Pte. Ltd.[1,2]	Singapore	**100.0**	100.0
CCT Galaxy Two Pte. Ltd.[1,2]	Singapore	**100.0**	100.0
CCT Mercury One Pte. Ltd.[1,2]	Singapore	**100.0**	100.0
Gallileo Property S.a.r.l.[2,4]	Germany/Luxembourg	**94.9**	94.9
MAC Property Company B.V.[2,5]	Germany/Netherlands	**94.9**	94.9
MAC Car Park Company B.V.[2,3]	Germany/Netherlands	**94.9**	94.9
CICT AU Investments Pte. Ltd.[6]	Singapore	**100.0**	–
CICT AU Trust[3,7]	Australia	**100.0**	–
CICT AU 1 Trust[3]	Australia	**100.0**	–
Monopoly Trust[3]	Australia	**100.0**	–

1 Audited by KPMG LLP Singapore
2 Indirectly held through CapitaLand Commercial Trust
3 These are not subject to audit by laws of countries of incorporation
4 Audited by KPMG Luxembourg, Société cooperative
5 Audited by KPMG Accountants N.V.
6 Auditor has not been appointed as at 31 December 2021
7 99.0% directly held by CICT and 1.0% indirectly held through CICT AU Investments Pte. Ltd.

BMT, IMT, VO1 Trust and VO2 Trust entered into several service agreements in relation to the management of the trusts and their property operations. The property management fees and management fees payable are as stipulated in Note 1.1 and Note 1.2 respectively.

The trustee fees of BMT and IMT are based on sum as may be agreed between parties for the provision of trustee services, until the earlier of the removal or resignation of the respective trustees, and the termination of respective trusts, in each case, in accordance with the respective trust deeds. Brilliance Trustee Pte. Ltd. as trustee of BMT and JG Trustee Pte. Ltd. as trustee of IMT are also entitled to reimbursement of expenses incurred in the performance of their duties under their respective trust deeds. The trustee fees are payable annually in arrears.

6 SUBSIDIARIES (continued)

The trustee fees of VO1 Trust and VO2 Trust are presently charged at a scaled basis of up to 0.03% per annum of the respective deposited properties (subject to a minimum sum of $5,000 per month). HSBC Institutional Trust Services (Singapore) Limited as trustee of VO1 Trust and HSBC Institutional Trust Services (Singapore) Limited as trustee of VO2 Trust are also entitled to reimbursement of expenses incurred in the performance of their duties under their respective trust deeds. The trustee fees are payable quarterly in arrears.

For RCS Trust, MSO Trust and CapitaLand Commercial Trust, the property management fees, management fees payable and trustee fees are as follows:-

RCS Trust

RCS Trust has entered into several service agreements in relation to the management of RCS Trust and its property operations. The fee structures of these services are as follows:

(a) Property management fees

Under the property management agreement with CapitaLand (RCS) Property Management Pte. Ltd., property management fees are charged as follows:

(i) 2.00% per annum of the property income of the property; and

(ii) 2.50% per annum of the net property income of the property.

The property management fees are payable monthly in arrears.

(b) Management fees

Pursuant to the RCS Trust Trust Deed, the management fees comprise a base component of 0.25% per annum of the value of deposited property of RCS Trust and a performance component of 4.00% per annum of the net property income of RCS Trust, including all its authorised investments for the time being held or deemed to be held upon the trusts of the RCS Trust Trust Deed.

The management fees shall be paid entirely in the form of units or, with the approval of the Manager, either partly in units and partly in cash or wholly in cash.

The base and performance components of the management fees are payable quarterly and yearly in arrears respectively.

(c) RCS Trust Trustee-Manager’s fees

Pursuant to the RCS Trust Trust Deed, HSBC Institutional Trust Services (Singapore) Limited as trustee-manager of the RCS Trust (“RCS Trust Trustee-Manager”)’s fees shall not exceed 0.10% per annum of the value of deposited property of RCS Trust, as defined in the RCS Trust Trust Deed (subject to a minimum sum of $15,000 per month), payable out of the deposited property of RCS Trust. The RCS Trust Trustee-Manager is also entitled to reimbursement of expenses incurred in the performance of its duties under the RCS Trust Trust Deed.

RCS Trust Trustee-Manager’s fees are payable quarterly in arrears.

6 SUBSIDIARIES (continued)

MSO Trust

MSO Trust has entered into several service agreements in relation to the management of MSO Trust and its property operations. The fee structures of these services are as follows:

(a) Property management fees

Under the property management agreement with CapitaLand Commercial Management Pte. Ltd., property management fees are charged at 3.00% per annum of the net property income of the property.

The property management fees are payable monthly in arrears.

(b) Management fees

Pursuant to the MSO Trust Trust Deed, the Manager is entitled to receive the amount of management fees which comprise a base component of 0.10% per annum of the value of deposited property of MSO Trust and a performance component of 5.25% per annum of the net investment income of the MSO Trust for each financial year.

The base and performance components of the management fees are payable quarterly and yearly in arrears respectively.

(c) Trustee's fees

Pursuant to the MSO Trust Trust Deed, HSBC Institutional Trust Services (Singapore) Limited as trustee of MSO Trust ("MSOT Trustee")'s fees shall not exceed 0.10% per annum of the value of deposited property of MSO Trust, subject to a minimum sum of $8,000 per month payable out of the deposited property of MSO Trust. MSOT Trustee is also entitled to reimbursement of expenses incurred in the performance of its duties under the MSO Trust Trust Deed.

The MSOT Trustee's fees are payable quarterly in arrears.

CapitaLand Commercial Trust

CapitaLand Commercial Trust ("CCT") has entered into several service agreements in relation to the management of CCT and its property operations. The fee structures of these services are as follows:

(a) Property management fees

Under the property management agreement with CapitaLand Commercial Management Pte. Ltd., property management fees are charged at 3.00% per annum of the net property income of the properties held under CCT except for 21 Collyer Quay which is charged at 0.25% per annum up to 30 April 2020 and 3.00% per annum with effect from 1 May 2020.

The property management fees are payable monthly in arrears.

6 SUBSIDIARIES (continued)

***CapitaLand Commercial Trust** (continued)*

(b) Management fees

Pursuant to the CCT Trust Deed, the Manager is entitled to receive the amount of management fees which comprise a base component of 0.10% per annum of deposited property of CCT and a performance component of 5.25% per annum of net investment income of CCT for each financial year.

The base and performance components of the management fees are payable quarterly and yearly in arrears respectively.

The Manager's fees shall be paid in the form of cash, in the form of Units or a combination of both as the Manager may elect.

(c) Acquisition fee and divestment fee

Pursuant to the CCT Trust Deed, the Manager is entitled to receive acquisition fee at the rate of 1.0% (or such lower percentage as may be determined by the Manager in its absolute discretion) of the acquisition price and a divestment fee at the rate of 0.5% (or such lower percentage as may be determined by the Manager in its absolute discretion) of the sale price.

The acquisition fee or the divestment fee may, at the option of the Manager, be paid wholly in the form of cash, wholly in the form of Units or a combination of both.

(d) Trustee fees

Pursuant to the CCT Trust Deed, HSBC Institutional Trust Services (Singapore) Limited as trustee of CCT ("CCT Trustee")'s fees shall not exceed 0.10% per annum of the value of deposited property, subject to a minimum sum of $8,000 per month payable out of the deposited property of CCT. The CCT Trustee is also entitled to reimbursement of expenses incurred in the performance of its duties under the CCT Trust Deed.

The CCT Trustee's fees are payable quarterly in arrears.

7 JOINT VENTURES

	Group		Trust	
	2021	2020	**2021**	2020
	$'000	$'000	**$'000**	$'000
Investment in joint ventures	**143,367**	338,669	**61,925**	61,925
Loans to joint ventures	**176,980**	169,450	**150,359**	146,950
	320,347	508,119	**212,284**	208,875

Loans to joint ventures are unsecured and are not expected to be repaid in the next twelve months from the reporting date. The loans bear interest rate of 2.5% (2020: 2.5%) per annum. Interest rates are determined by the Group and the Trust from time to time.

7 JOINT VENTURES (continued)

Details of the joint ventures are as follows:

Name of joint ventures	Principal place of business/ Country of incorporation	Ownership interest 2021 %	2020 %
Infinity Office Trust[1]	Singapore	**30.0**	30.0
One George Street LLP[1,2,3]	Singapore	**50.0**	50.0
Glory Office Trust[1]	Singapore	**45.0**	45.0
Glory SR Trust[1,2]	Singapore	**45.0**	45.0

1 Audited by KPMG LLP Singapore
2 Indirectly held through CapitaLand Commercial Trust
3 On 12 November 2021, the Manager announced the divestment of One George Street (50.0% interest) held through One George Street LLP and the sale was completed on 9 December 2021

Glory Office Trust and Glory SR Trust

Glory Office Trust ("GOT") and Glory SR Trust ("GSRT") are unlisted special purpose trusts constituted under trust deed dated 28 February 2017, entered between CL Office Trustee Pte. Ltd. and Glory SR Trustee Pte. Ltd. as trustee-manager of GOT and GSRT respectively, the CCT Trustee and CapitaLand Commercial Trust Management Pte Ltd ("previous CCT Manager").

On 12 July 2017, the CCT Trustee and the previous CCT Manager entered into a joint venture agreement with CapitaLand Singapore Limited ("CLS") and Mitsubishi Estate Asia Pte. Ltd. ("MEA"). Under the agreement, CCT, CLS and MEA own 45.0%, 45.0% and 10.0% equity interest respectively in GOT and GSRT respectively.

The special purpose trusts will carry out the re-development of the former Golden Shoe Car Park to an integrated commercial and serviced residence development, CapitaSpring.

On 21 October 2020, following the completion of the Merger, all the units held by CCT in GOT are now held directly by CICT.

Based on the unitholder's loan agreements dated 22 September 2017 between CCT Trustee, GOT and GSRT respectively, CCT agreed to make available to GOT and GSRT one or more loans up to an aggregate principal amount of $536.0 million, for the purpose of joint re-development. The unitholder loan agreement between CCT and GOT with outstanding principal of $136.4 million was novated to CICT with effect from 21 October 2020.

As at 31 December 2021, the Group had provided $24.3 million (2020: $22.5 million) and $136.4 million (2020: $136.4 million) as unitholder's loans to GSRT and GOT respectively.

Additionally, the Group has been providing sponsors' undertakings on cost overrun, interest shortfall, security margin and project completion, in respect of its 45.0% interest in each of GOT and GSRT, on the $1,180.0 million bank facility granted to GOT and GSRT, the Group's 45.0% interest is $531.0 million. As at 31 December 2021, the amount drawn down under the bank facility is $1,140.0 million (2020: $974.0 million), the Group's 45.0% (2020: 45.0%) interest is $513.0 million (2020: $438.3 million).

7 JOINT VENTURES (continued)

Immaterial joint ventures

The Group has interests in a number of individually immaterial joint ventures. The following table summarises, in aggregate, the share of total return for the year and movements in Unitholders' Funds of these immaterial joint ventures that are accounted for using the equity method:

	Group	
	2021	2020
	$'000	$'000
Carrying amount of interests in individually immaterial joint ventures at the beginning of the year	**338,669**	840,851
Group's share of total return for the year	**140,202**	(14,106)
Return of capital from One George Street LLP	**(292,746)**	–
Acquisition during the year (Note 32)	**–**	337,994
Derecognition during the year	**–**	(797,387)
Distributions received and receivable during the year	**(47,603)**	(32,832)
Group's share of movement in Unitholders' funds	**4,845**	4,149
Carrying amount of interests in individually immaterial joint ventures at the end of the year	**143,367**	338,669
Group's share of joint ventures' capital commitments	**–**	57,146

8 EQUITY INVESTMENTS AT FAIR VALUE

	Group		Trust	
	2021	2020	**2021**	2020
	$'000	$'000	**$'000**	$'000
Quoted equity investments at FVOCI	**193,168**	218,686	**158,723**	185,399

The Group designated the investments shown below as equity investments at FVOCI because these equity investments represent investments that the Group intends to hold for the long-term for strategic purposes.

	Fair value			
	Group		Trust	
	2021	2020	**2021**	2020
	$'000	$'000	**$'000**	$'000
Investment in CLCT	**158,723**	185,399	**158,723**	185,399
Investment in Sentral REIT	**34,445**	33,287	**–**	–
	193,168	218,686	**158,723**	185,399

Quoted equity investments represent the Group's and the Trust's 8.0% (2020: 8.9%) interest in CLCT and the Group's 10.9% (2020: 10.9%) interest in Sentral REIT.

The principal activities of CLCT are those relating to investment on a long-term basis in a diversified portfolio of income-producing real estate and real estate-related assets in China, Hong Kong and Macau that are used primarily for retail, office and industrial purposes (including business parks, logistics facilities, data centres and integrated developments). The principal activities of Sentral REIT are to own and invest in commercial properties, primarily in Malaysia.

The fair value of the investments in CLCT and Sentral REIT represent 0.7% (2020: 0.8%) and 0.2% (2020: 0.1%) of the Group's total assets as at 31 December 2021 respectively.

9 FINANCIAL DERIVATIVES

	Group		Trust	
	2021 $'000	2020 $'000	2021 $'000	2020 $'000
Non-current assets				
Cross currency swaps	**18,087**	31,064	**–**	–
Interest rate swaps	**2,552**	–	**1,014**	–
	20,639	31,064	**1,014**	–
Current assets				
Cross currency swaps	**9,674**	6,366	**–**	–
Interest rate swaps	**22**	–	**–**	–
Forward exchange contracts	**544**	–	**45**	–
	10,240	6,366	**45**	–
Current liabilities				
Cross currency swaps	**–**	2,791	**–**	–
Interest rate swaps	**–**	5,275	**–**	–
Forward exchange contracts	**–**	611	**–**	–
	–	8,677	**–**	–
Non-current liabilities				
Cross currency swaps	**30,394**	47,718	**–**	–
Interest rate swaps	**2,034**	12,567	**2,034**	9,980
	32,428	60,285	**2,034**	9,980
Total financial derivative assets	**30,879**	37,430	**1,059**	–
Total financial derivative liabilities	**32,428**	68,962	**2,034**	9,980

At the reporting date, the notional principal amounts of the financial derivatives were as follows:

	Group		Trust	
	2021 $'000	2020 $'000	2021 $'000	2020 $'000
Cross currency swaps	**1,760,952**	1,875,402	**–**	–
Interest rate swaps	**1,210,000**	1,260,000	**735,000**	180,000
Forward exchange contracts	**63,351**	15,107	**53,675**	–
	3,034,303	3,150,509	**788,675**	180,000

Offsetting financial assets and financial liabilities

The disclosures set out in the tables below include financial assets and financial liabilities that are subject to an enforceable master netting arrangement, irrespective of whether they are offset in the Statement of Financial Position.

The Group entered into International Swaps and Derivatives Association ("ISDA") Master Agreements with various bank counterparties ("ISDA Master Agreement"). In certain circumstances following the occurrence of a termination event as set out in an ISDA Master Agreement, all outstanding transactions under such ISDA Master Agreement may be terminated and the early termination amount payable to one party under such agreements may be offset against amounts payable to the other party such that only a single net amount is due or payable in settlement of all transactions.

In accordance with accounting standards, the swaps presented below are not offset in the Statement of Financial Position as the right of set-off of recognised amounts is enforceable only following the occurrence of a termination event as set out in such ISDA Master Agreement. In addition the Group and its counterparties do not intend to settle on a net basis or to realise the assets and settle the liabilities simultaneously.

9 FINANCIAL DERIVATIVES (continued)

Financial instruments that are subject to enforceable master netting arrangements

	Gross amounts of recognised financial instruments $'000	Gross amounts of recognised financial instruments offset in the Statement of Financial Position $'000	Net amounts of financial instruments presented in the Statement of Financial Position $'000	Related amounts not offset in the Statement of Financial Position – Financial instruments $'000	Net amount $'000
Group					
31 December 2021					
Financial assets					
Cross currency swaps	**27,761**	**–**	**27,761**	**(5,003)**	**22,758**
Interest rate swaps	**2,574**	**–**	**2,574**	**–**	**2,574**
Forward exchange contracts	**544**	**–**	**544**	**–**	**544**
Financial liabilities					
Cross currency swaps	**30,394**	**–**	**30,394**	**(5,003)**	**25,391**
Interest rate swaps	**2,034**	**–**	**2,034**	**–**	**2,034**
31 December 2020					
Financial assets					
Cross currency swaps	37,430	–	37,430	(8,897)	28,533
Financial liabilities					
Cross currency swaps	50,509	–	50,509	(8,897)	41,612
Interest rate swaps	17,842	–	17,842	–	17,842
Forward exchange contracts	611	–	611	–	611
Trust					
31 December 2021					
Financial assets					
Interest rate swaps	**1,014**	**–**	**1,014**	**–**	**1,014**
Forward exchange contracts	**45**	**–**	**45**	**–**	**45**
Financial liabilities					
Interest rate swaps	**2,034**	**–**	**2,034**	**–**	**2,034**
31 December 2020					
Financial liabilities					
Interest rate swaps	9,980	–	9,980	–	9,980

10 DEFERRED TAX

	At 1 January 2021 $'000	Recognised in Statement of Total Return (Note 26) $'000	Translation differences $'000	At 31 December 2021 $'000
Group				
Deferred tax asset				
Revaluation loss from acquisition of subsidiary	10,412	(3,531)	(26)	6,855
Deferred tax liability				
Fair value changes of investment properties	(4,706)	(7,408)	450	(11,664)
Net deferred tax assets/(liabilities)	5,706	(10,939)	424	(4,809)

	At 1 January 2020 $'000	Acquisition of subsidiary (Note 32) $'000	Recognised in Statement of Total Return (Note 26) $'000	Translation differences $'000	At 31 December 2020 $'000
Group					
Deferred tax asset					
Revaluation loss from acquisition of subsidiary	–	10,412	–	–	10,412
Deferred tax liability					
Fair value changes of investment properties	–	(5,390)	618	66	(4,706)
Net deferred tax assets	–	5,022	618	66	5,706

Deferred tax liabilities and assets are offset when there is a legally enforceable right to set off current tax assets against current tax liabilities and when the deferred taxes relate to the same tax authority. The amounts determined after appropriate offsetting are included in the Statement of Financial Position as follows:

	Group 2021 $'000	2020 $'000
Deferred tax asset	**6,855**	10,412
Deferred tax liability	**(11,664)**	(4,706)

Deferred tax liability relates to the taxable temporary differences in respect of the fair value changes of overseas investment properties held by the Group, with the fair value change only becoming taxable upon an eventual disposal of the investment properties.

11 ASSET HELD FOR SALE

On 24 January 2022, the Manager announced that the Trustee has entered into a sale and purchase agreement in relation to the divestment of JCube which is expected to be completed in first quarter of 2022. Accordingly, the investment property was reclassified to asset held for sale as at 31 December 2021.

12 TRADE AND OTHER RECEIVABLES

	Group		Trust	
	2021 $'000	2020 $'000	**2021 $'000**	2020 $'000
Trade receivables	**24,973**	62,294	**7,122**	14,303
Less: Allowance for impairment loss	**(656)**	(3,117)	**(209)**	(1,208)
Net trade receivables	**24,317**	59,177	**6,913**	13,095
Amounts due from related parties (non-trade)	**340**	822	**760**	132
Amounts due from subsidiaries (non-trade)	**–**	–	**111,010**	62,024
Amounts due from joint ventures (non-trade)	**6,751**	4,606	**–**	–
Deposits	**894**	1,413	**567**	604
Deposits for the Proposed Acquisitions[1]	**53,647**	–	**53,647**	–
Interest receivables	**8**	747	**4,270**	4,286
Other receivables	**3,635**	3,231	**633**	922
	89,592	69,996	**177,800**	81,063
Prepayments	**19,076**	13,004	**1,210**	1,400
	108,668	83,000	**179,010**	82,463

[1] On 3 December 2021 and 23 December 2021, the Manager announced the proposed acquisitions of 66 Goulburn Street and 100 Arthur Street and 50.0% interest in 101-103 Miller Street and Greenwood Plaza, Sydney, Australia respectively (the "Proposed Acquisitions").

The non-trade amounts due from related parties, subsidiaries and joint ventures are unsecured, interest-free and repayable on demand.

13 CASH AND CASH EQUIVALENTS

	Group		Trust	
	2021 $'000	2020 $'000	**2021 $'000**	2020 $'000
Cash at bank and in hand	**260,133**	183,617	**60,962**	29,320
Fixed deposits with financial institutions	**105,000**	–	**105,000**	–
Cash and cash equivalents in the statements of cash flows	**365,133**	183,617	**165,962**	29,320

The weighted average effective interest rate relating to cash and cash equivalents at the reporting date for the Group and Trust are 0.18% (2020: 0.20%) and 0.26% (2020: 0.23%) per annum respectively.

14 TRADE AND OTHER PAYABLES

	Group		Trust	
	2021	2020	**2021**	2020
	$'000	$'000	**$'000**	$'000
Current				
Trade payables and accrued operating expenses	**141,156**	178,623	**52,932**	77,706
Amounts due to related parties (trade)	**34,220**	44,919	**14,335**	19,158
Deposits and advances	**25,838**	22,478	**7,639**	8,143
Distribution payable	**314,332**	–	**314,332**	–
Interest payable	**41,935**	46,988	**29,384**	29,435
	557,481	293,008	**418,622**	134,442
Non-current				
Amount due to a subsidiary (non-trade)	**–**	–	**495,000**	633,900
Amount due to non-controlling interest (non-trade)	**423**	439	**–**	–
Deferred income	**649**	1,028	**–**	–
	1,072	1,467	**495,000**	633,900

Included in the trade payables and accrued operating expenses of the Group and the Trust was an amount due to the Trustee of $772,000 (2020: $814,000) and $364,000 (2020: $389,000) respectively.

The amounts due to related parties (trade) of the Group mainly relate to amounts due to the Manager of $25,367,000 (2020: $40,416,000) and CapitaLand Retail Management Pte Ltd, CapitaLand Commercial Management Pte. Ltd. and CapitaLand (RCS) Property Management Pte. Ltd. of $7,324,000 (2020: $2,011,000). The amounts due to related parties (trade) of the Trust mainly relate to amounts due to the Manager of $11,405,000 (2020: $17,139,000) and CapitaLand Retail Management Pte Ltd of $2,024,000 (2020: $674,000).

The non-trade amount due to a subsidiary is unsecured, interest-free, and not repayable within the next twelve months.

The non-trade amount due to non-controlling interest is unsecured, bears a fixed interest rate of 2.7% per annum and is repayable by 27 June 2038.

15 LOANS AND BORROWINGS

	Group 2021 $'000	Group 2020 $'000	Trust 2021 $'000	Trust 2020 $'000
Current				
Medium term notes ("MTN notes")	**75,642**	399,544	**–**	–
Euro-Medium term notes ("EMTN notes")	**199,199**	–	**–**	–
Bank loans	**320,700**	183,000	**–**	3,000
Retail bonds	**–**	350,000	**–**	350,000
Term loans	**–**	–	**190,100**	62,000
Unamortised transaction costs	**(900)**	(612)	**(882)**	(508)
	594,641	931,932	**189,218**	414,492
Non-current				
MTN notes	**3,929,119**	3,440,141	**–**	–
EMTN notes	**891,606**	1,091,184	**–**	–
Bank loans	**2,776,615**	3,277,216	**1,385,226**	1,199,947
Term loans	**–**	–	**3,336,187**	2,941,287
Unamortised transaction costs	**(14,704)**	(14,228)	**(11,349)**	(8,814)
	7,582,636	7,794,313	**4,710,064**	4,132,420
Total loans and borrowings	**8,177,277**	8,726,245	**4,899,282**	4,546,912

Terms and debt repayment schedule

Terms and conditions of outstanding loans and borrowings are as follows:

	Nominal interest rate %	Year of maturity	2021 Face value $'000	2021 Carrying amount $'000	2020 Face value $'000	2020 Carrying amount $'000
Group						
Unsecured						
USD fixed rate MTN notes	3.61	2029	**405,432**	**404,623**	396,510	395,597
JPY fixed rate MTN notes	0.73	2027	**118,439**	**118,285**	128,610	128,432
JPY floating rate MTN notes	3 months JPY LIBOR + Margin	2021 to 2023	**202,872**	**202,834**	366,253	366,181
HKD fixed rate MTN and EMTN notes	2.27 – 3.84	2021 to 2033	**1,047,089**	**1,045,751**	1,011,004	1,009,804
SGD fixed rate MTN and EMTN notes	2.10 – 3.75	2021 to 2032	**3,321,734**	**3,317,778**	3,028,492	3,024,794
Retail bonds	3.08	2021	**–**	**–**	350,000	349,958
SGD bank loans	SOR + Margin	2021 to 2028	**2,180,926**	**2,173,476**	2,506,682	2,500,492
EUR bank loans	0.48 – 1.18	2023 to 2026	**506,557**	**505,663**	526,704	525,391
			7,783,049	**7,768,410**	8,314,255	8,300,649
Secured						
EUR bank loans	0.75 – 1.33	2025 to 2026	**409,832**	**408,867**	426,830	425,596
			409,832	**408,867**	426,830	425,596
Total loans and borrowings			**8,192,881**	**8,177,277**	8,741,085	8,726,245

15 LOANS AND BORROWINGS (continued)

	Nominal interest rate %	Year of maturity	2021 Face value $'000	2021 Carrying amount $'000	2020 Face value $'000	2020 Carrying amount $'000
Trust						
Unsecured						
SGD fixed rate term loans from CMT MTN	2.10 – 3.75	2021 to 2033	**3,526,287**	**3,521,113**	3,003,287	2,998,706
SGD bank loans	SOR + Margin	2021 to 2028	**1,385,226**	**1,378,169**	1,202,947	1,198,248
Retail bonds	3.08	2021	**–**	**–**	350,000	349,958
Total loans and borrowings			**4,911,513**	**4,899,282**	4,556,234	4,546,912

JPY LIBOR – Japanese Yen London Interbank Offered Rate
SOR – Swap Offer Rate

The loans and borrowings comprise the following:

(1) Unsecured MTN notes and EMTN notes of CMT MTN Pte. Ltd. ("CMT MTN")

The Group has a $7.0 billion Multicurrency Medium Term Note Programme ("MTN Programme") and a USD3.0 billion Euro-Medium Term Note Programme ("EMTN Programme").

At 31 December 2021, notes issued by CMT MTN were as follows:

– under the MTN Programme:

(i) $1,990.0 million (2020: $1,530.0 million) of fixed rate notes maturing from 2023 to 2032 (2020: 2023 to 2032);

(ii) JPY8.6 billion (2020: JPY13.6 billion) of floating rate notes maturing in 2023 (2020: 2021 to 2023);

(iii) HKD4.0 billion (2020: HKD3.3 billion) of fixed rate notes maturing from 2025 to 2033 (2020: 2025 to 2030); and

(iv) USD300.0 million (2020: USD300.0 million) of fixed rate notes maturing in 2029 (2020: 2029).

– under the EMTN Programme:

(i) HKD2.0 billion (2020: HKD2.0 billion) of fixed rate notes maturing from 2022 to 2023 (2020: 2022 to 2023).

CMT MTN has entered into cross currency swaps to swap the abovementioned foreign currency notes to Singapore dollars proceeds.

15 LOANS AND BORROWINGS (continued)

(2) Unsecured bank loans of the Trust

As at 31 December 2021, the Trust has drawn on $1,385.2 million (2020: $1,202.9 million) of unsecured bank loans with maturities up to 7 years (2020: up to 7 years) from various banks.

(3) Unsecured retail bonds of the Trust

On 20 February 2014, the Trustee issued $350.0 million in principal amount of bonds under the $2.5 billion Retail Bond Programme which carry an interest of 3.08% per annum. The retail bonds have been fully repaid on 22 February 2021.

(4) Unsecured MTN notes of CCT MTN Pte. Ltd. ("CCT MTN")

The Group has a $2.0 billion Multicurrency Medium Term Note Programme ("CCT MTN Programme").

At 31 December 2021, notes issued by CCT MTN were as follows:

(i) $575.0 million (2020: $725.0 million) of fixed rate notes maturing from 2022 to 2025 (2020: 2021 to 2025);

(ii) JPY8.6 billion (2020: JPY14.9 billion) of floating rate notes maturing in 2023 (2020: 2021 to 2023); and

(iii) JPY10.0 billion (2020: JPY10.0 billion) of fixed rate notes maturing in 2027 (2020: 2027).

CCT has entered into cross currency swaps to swap the abovementioned foreign currency notes to Singapore dollars proceeds.

(5) Unsecured bank loans of CCT

As at 31 December 2021, CCT has drawn on $1,125.4 million (2020: $1,317.4 million) of unsecured bank loans with maturities up to 7 years (2020: up to 7 years) from various banks.

(6) Secured bank loans

(a) Loan facilities for Gallileo Co.

Under the loan agreement between the bank and Gallileo Co., the bank has granted Gallileo Co. secured loan facilities of EUR140.0 million.

As at 31 December 2021, Gallileo Co. has drawn down EUR140.0 million (2020: EUR140.0 million), at a fixed interest rate of 1.33% per annum (2020: 1.33%).

As security for the facilities granted to Gallileo Co., Gallileo Co. has granted in favour of the banks the following:

(i) Land charges over Gallileo;

(ii) Assignment of claims for restitution; and

(iii) Assignment of rights and claims arising from rental and lease agreements.

15 LOANS AND BORROWINGS (continued)

(6) Secured bank loans (continued)

(b) Loan facilities for MAC Property Company B.V. and MAC Car Park Company B.V. ("MAC entities")

Under the loan agreement between the bank and the MAC entities, the bank has granted the MAC entities secured loan facilities of EUR121.9 million.

As at 31 December 2021, MAC entities has drawn down EUR121.9 million (2020: EUR121.9 million), at a fixed interest rate of 0.75% per annum (2020: 0.75%).

As security for the facilities granted to MAC entities, the MAC entities have granted in favour of the banks the following:

(i) Land charges over Main Airport Center;

(ii) Assignment of claims for return of security;

(iii) Assignment of rights and claims arising under lease agreements; and

(iv) Pledge of account balances.

(7) Unsecured EMTN notes of RCS Trust

RCS Trust has a USD2.0 billion Euro-Medium Term Note Programme ("RCS EMTN Programme").

At 31 December 2021, notes issued under RCS EMTN Programme comprised $725.0 million (2020: $725.0 million) of fixed rate notes maturing from 2023 to 2025 (2020: 2023 to 2025).

(8) Unsecured bank loans of RCS Trust

As at 31 December 2021, RCS Trust has drawn on $175.0 million (2020: $513.0 million) of unsecured bank loans with maturity up to 5 years (2020: up to 6 years) from various banks.

15 LOANS AND BORROWINGS (continued)

Reconciliation of movements of liabilities to cash flows arising from financing activities

	1 January 2021 $'000	Financing cashflows[1] $'000	Non-cash changes Interest expense $'000	Foreign exchange movement $'000	Change in fair value $'000	Other changes $'000	31 December 2021 $'000
Group							
Loans and borrowings[2]	**8,773,233**	**(708,047)**	**189,480**	**(47,071)**	**–**	**11,617**	**8,219,212**
Lease liabilities	**8,690**	**(2,910)**	**277**	**–**	**–**	**2,167**	**8,224**
Financial derivatives	**31,532**	**7,899**	**–**	**–**	**(37,882)**	**–**	**1,549**
	8,813,455	**(703,058)**	**189,757**	**(47,071)**	**(37,882)**	**13,784**	**8,228,985**

	1 January 2020 $'000	Financing cashflows[1] $'000	Non-cash changes Interest expense $'000	Acquisition of subsidiary $'000	Foreign exchange movement $'000	Change in fair value $'000	Other changes $'000	31 December 2020 $'000
Group								
Loans and borrowings[2]	3,589,864	905,256	133,121	4,174,950	(26,977)	–	(2,981)	8,773,233
Lease liabilities	11,322	(2,993)	310	–	–	–	51	8,690
Financial derivatives	8,678	(6,924)	–	5,447	–	25,518	(1,187)	31,532
	3,609,864	895,339	133,431	4,180,397	(26,977)	25,518	(4,117)	8,813,455

1 Net of proceeds from loans and borrowings, repayment of loans and borrowings, settlement of financial derivatives, payment of lease liabilities, interest paid and payment of transactions costs related to loans and borrowings.
2 Includes interest payable.

16 LEASE LIABILITIES

	Group 2021 $'000	Group 2020 $'000	Trust 2021 $'000	Trust 2020 $'000
Current				
Lease liabilities	**2,261**	2,248	**1,522**	2,008
Non-current				
Lease liabilities	**5,963**	6,442	**4,963**	6,442
Total lease liabilities	**8,224**	8,690	**6,485**	8,450

16 LEASE LIABILITIES (continued)

Amounts recognised in Statement of Total Return

	2021 $'000	2020 $'000
Group		
Expenses relating to short-term leases	**903**	861
Expenses relating to leases of low-value assets, excluding short-term leases of low-value assets	**1**	1

Amounts recognised in Statement of Cash Flows

	2021 $'000	2020 $'000
Group		
Total cash outflow for leases	**3,815**	3,854

17 UNITHOLDERS' FUNDS

Hedging reserves

Hedging reserves comprise the effective portion of the cumulative net change in the fair value of cash flow hedging instruments.

Foreign currency translation reserves

Foreign currency translation reserves comprise the foreign exchange differences arising from the translation of the financial statements of foreign entities, the effective portion of the hedging instrument which is used to hedge against the Group's net investment in foreign currencies as well as from the translation of foreign currency loans that are considered to form part of the Group's net investments in foreign subsidiaries.

Fair value reserves

Fair value reserves comprise the cumulative net change in the fair value of equity investments at FVOCI until the asset is derecognised.

18 NON-CONTROLLING INTERESTS ("NCI")

Non-controlling interests relate to 5.1% ownership interest held by NCI in MAC entities and Gallileo Co. respectively. There is no material NCI to the Group.

19 UNITS IN ISSUE

	Group and Trust	
	2021	2020
	'000	'000
Units in issue:		
At 1 January	**6,470,704**	3,688,804
Units created:		
– management fees paid[(a)]	**10,363**	1,350
– private placement[(b)]	**127,551**	–
– Merger[(c)]	**–**	2,780,550
Total issued units at 31 December	**6,608,618**	6,470,704
Units to be issued:		
– payment of management fees	**12,718**	2,889
Total issued and issuable units at 31 December	**6,621,336**	6,473,593

Units issued during the year were as follows:

(a) 10,363,224 (2020: 1,350,480) Units were issued at issue price of $2.0549 to $2.1613 (2020: $2.4248) per Unit, amounting to $21,914,901 (2020: $3,274,644) issued as payment of the 50.0% base component of the management fee for the period from 3 November 2020 to 30 September 2021 (2020: 1 October 2019 to 31 December 2019) and 50.0% of the performance component of the management fee for the period from 3 November 2020 to 31 December 2020 (2020: 1 January 2019 to 31 December 2019). The remaining 50.0% base component, and 50.0% performance component, of the management fee will be paid in cash.

(b) 127,551,000 Units were issued pursuant to the private placement at an issue price of $1.960 per unit on 16 December 2021.

(c) On 28 October 2020, 2,780,549,536 Units, amounting to $5,310,850,000 were issued to the unitholders of CCT as partial consideration in respect of the Merger. The balance consideration was settled in cash.

Each unit in the Trust represents an undivided interest in the Trust. The rights and interests of Unitholders are contained in the Trust Deed and include the right to:

- Receive income and other distributions attributable to the units held;
- Participate in the termination of the Trust by receiving a share of all net cash proceeds derived from the realisation of the assets of the Trust less any liabilities, in accordance with their proportionate interests in the Trust. However, a Unitholder has no equitable or proprietary interest in the underlying assets of the Trust and is not entitled to the transfer to it of any assets (or part thereof) or of any estate or interest in any asset (or part thereof) of the Trust;
- Attend all Unitholders meetings. The Trustee or the Manager may (and the Manager shall at the request in writing of not less than 50 Unitholders or one-tenth in number of the Unitholders, whichever is lesser) at any time convene a meeting of Unitholders in accordance with the provisions of the Trust Deed; and
- One vote per unit.

19 UNITS IN ISSUE (continued)

The restrictions of a Unitholder include the following:

- A Unitholder's right is limited to the right to require due administration of the Trust in accordance with the provisions of the Trust Deed; and
- A Unitholder has no right to request the Manager to redeem his units while the units are listed on SGX-ST.

A Unitholder's liability is limited to the amount paid or payable for any units in the Trust. The provisions of the Trust Deed provide that no Unitholders will be personally liable for indemnifying the Trustee or any creditor of the Trustee in the event that liabilities of the Trust exceed its assets.

20 GROSS REVENUE

	Group	
	2021	2020
	$'000	$'000
Gross rental income	**1,233,338**	697,617
Car park income	**27,647**	17,665
Other income	**44,066**	29,927
	1,305,051	745,209

Gross rental income includes rental waivers granted by landlord to tenants affected by COVID-19 pandemic of $27,311,000 (2020: $128,410,000).

21 PROPERTY OPERATING EXPENSES

	Group	
	2021	2020
	$'000	$'000
Property tax	**118,749**	68,574
Utilities	**32,604**	19,397
Property management fees	**44,631**	26,765
Property management reimbursements[1]	**61,702**	42,954
Marketing	**14,755**	16,005
Maintenance	**70,118**	49,334
Depreciation and amortisation	**4,863**	2,324
(Write back)/allowance of doubtful debts	**(1,948)**	1,973
Doubtful debts written off	**359**	–
Others	**8,136**	5,143
	353,969	232,469

[1] Relates to reimbursement of staff costs paid/payable under the respective property management agreements to CapitaLand Retail Management Pte Ltd, CapitaLand Commercial Management Pte. Ltd. and CapitaLand (RCS) Property Management Pte. Ltd.

22 INTEREST AND OTHER INCOME

	Group 2021 $'000	Group 2020 $'000
Interest income:		
– financial institutions	**350**	979
– joint ventures	**3,980**	783
Other income	**2,034**	485
	6,364	2,247

23 INVESTMENT INCOME

	Group 2021 $'000	Group 2020 $'000
Distribution income from equity investments at fair value	**12,703**	12,511

24 FINANCE COSTS

	Group 2021 $'000	Group 2020 $'000
Interest expense	**181,766**	130,139
Transaction costs	**7,714**	2,982
Interest from lease liabilities	**277**	310
	189,757	133,431

25 NET INCOME BEFORE SHARE OF RESULTS OF JOINT VENTURES

In FY 2021, net income before share of results of joint ventures includes government grant income and government grant expense in relation to the rental relief from Singapore Government of $3,192,000 and $1,219,000 (2020: $104,562,000 and $96,100,000) respectively.

26 TAXATION

	Group	
	2021	2020
	$'000	$'000
Current tax expense		
Current year	**7,909**	700
Under/(over) provision in prior years	**376**	(143)
	8,285	557
Deferred tax expense		
Origination and reversal of temporary difference	**10,939**	(618)
Total taxation	**19,224**	(61)
Reconciliation of effective tax rate		
Total return for the year before tax	**1,102,289**	349,679
Tax calculated using Singapore tax rate of 17%	**187,389**	59,445
Effects of results of equity-accounted investees presented net of tax	**(15,742)**	6,918
Effect of tax rates in foreign jurisdictions	**(195)**	82
Tax deductible items	**(37,903)**	(3,568)
Non-taxable income	**(4,835)**	–
Tax transparency	**(109,866)**	(62,795)
Under/(over) provision in prior years	**376**	(143)
	19,224	(61)

27 EARNINGS PER UNIT

Basic earnings per unit

The calculation of basic earnings per unit is based on the total return attributable to Unitholders for the year and weighted average number of units during the year.

	Group	
	2021	2020
	$'000	$'000
Total return attributable to Unitholders	**1,083,086**	349,819

	Group	
	2021	2020
	'000	'000
Issued units at beginning of the year	**6,470,704**	3,688,804
Effect of creation of new units:		
– management fees	**5,442**	1,136
– consideration units in respect of the Merger	**–**	493,814
– in relation to placement	**5,591**	–
– issuable as payment of management fees	**35**	8
Weighted average number of units at the end of the year	**6,481,772**	4,183,762

	Group	
	2021	2020
	cents	cents
Basic earnings per unit	**16.71**	8.36

Diluted earnings per unit

In calculating diluted earnings per unit, the weighted average number of units during the year are adjusted for the effects of all dilutive potential units, calculated as follows:

	Group	
	2021	2020
	'000	'000
Weighted average number of units		
Weighted average number of units used in calculation of basic earnings per unit	**6,481,772**	4,183,762
– effect of payment of management fees	**12,683**	2,881
Weighted average number of units at the end of the year	**6,494,455**	4,186,643

	Group	
	2021	2020
	cents	cents
Diluted earnings per unit	**16.68**	8.35

28 RELATED PARTIES

For the purposes of these financial statements, parties are considered to be related to the Group if the Group has the ability, directly or indirectly, to control the parties or exercise significant influence over the parties in making financial and operating decisions, or vice versa, or where the Group and the parties are subject to common significant influence. Related parties may be individuals or other entities. The Manager, CapitaLand Retail Management Pte Ltd, CapitaLand Commercial Management Pte. Ltd., CapitaLand (RCS) Property Management Pte. Ltd. and Project Manager (CapitaLand Project Management Pte Ltd) are subsidiaries of a substantial Unitholder of the Trust. In the normal course of the operations of the Trust, management fees and trustee's fees have been paid or are payable to the Manager and Trustee respectively. The property management fees and property management reimbursements are payable to CapitaLand Retail Management Pte Ltd, CapitaLand Commercial Management Pte. Ltd. and CapitaLand (RCS) Property Management Pte. Ltd.

During the financial year, other than those disclosed elsewhere in the financial statements, the following were significant related party transactions carried out in the normal course of business:

	Group	
	2021	2020
	$'000	$'000
Asset enhancement works and consultancy fees paid/payable to related companies of the Manager	**590**	152
Other expenses paid/payable to related companies of the Manager	**18,213**	9,920
Rental and other income received/receivable from related companies of the Manager	**28,275**	1,563

29 FINANCIAL RISK MANAGEMENT

Capital management

The board of directors of the Manager ("the Board") proactively reviews the Group's and the Trust's capital and debt management and financing policy regularly so as to optimise the Group's and the Trust's funding structure. Capital consists of Unitholders' funds of the Group. The Board also monitors the Group's and the Trust's exposure to various risk elements and externally imposed requirements by closely adhering to clearly established management policies and procedures.

The Trust is subject to the aggregate leverage limit as defined in the Property Funds Appendix of the CIS code. The CIS code stipulates that the total borrowings and deferred payments (together the "Aggregate Leverage") of a property fund should not exceed 50.0% (2020: 50.0%) of the fund's Deposited Property. The Trust has complied with the Aggregate Leverage limit of 50.0% (2020: 50.0%) during the financial year. There were no changes in the Group's and the Trust's approach to capital management during the financial year.

Overview of risk management

Risk management is integral to the whole business of the Group. The Group has a system of controls in place to create an acceptable balance between the cost of risks occurring and the cost of managing the risks. The Manager continually monitors the Group's risk management process to ensure that an appropriate balance between risk and control is achieved. Risk management policies and systems are reviewed regularly to reflect changes in market conditions and the Group's activities.

The Audit Committee of the Manager (the "Audit Committee") oversees how the Manager monitors compliance with the Group's risk management policies and procedures and reviews the adequacy of the risk management framework in relation to the risks faced by the Group. The Audit Committee is assisted in its oversight role by Internal Audit. Internal Audit undertakes both regular and ad hoc reviews of risk management controls and procedures, the results of which are reported to the Audit Committee.

29 FINANCIAL RISK MANAGEMENT (continued)

Credit risk

Credit risk is the potential financial loss resulting from the failure of a tenant or a counterparty to settle its financial and contractual obligations to the Group, as and when they fall due.

Exposure to credit risk

Trade receivables

The Manager has established credit limits for customers and monitors their balances on an ongoing basis. Credit evaluations are performed by the Manager before lease agreements are entered into with tenants.

At 31 December 2021 and 31 December 2020, there was no significant concentration of credit risk. The maximum exposure to credit risk is represented by the carrying value of each financial asset on the Statement of Financial Position.

During the year ended 31 December 2021 and 31 December 2020, the Group considered the impact of the COVID-19 pandemic on the creditworthiness of its tenants according to their credit characteristics in monitoring tenant credit risk.

Concentration of credit risk relating to trade receivables is limited due to the Group's many varied tenants. These tenants comprise retailers engaged in a wide variety of consumer trades or engaged in diversified business who are of good quality and strong credit standing. The Group's historical experience in the collection of accounts receivable falls within the recorded allowances. Due to these factors, the Manager believes that no additional credit risk beyond amounts provided for collection losses is inherent in the Group's trade receivables.

The movement in the allowance for impairment in respect of trade receivables during the year was as follows:

	Group		Trust	
	2021	2020	**2021**	2020
	$'000	$'000	**$'000**	$'000
At 1 January	**3,117**	–	**1,208**	–
Acquisition of subsidiary	**–**	1,147	**–**	–
Impairment loss recognised	**590**	1,973	**209**	1,208
Amount written off	**(500)**	(3)	**(364)**	–
Reversal of impairment loss	**(2,538)**	–	**(844)**	–
Translation difference	**(13)**	–	**–**	–
At 31 December	**656**	3,117	**209**	1,208

The Manager believes that, apart from the above, no impairment allowance is necessary in respect of the remaining trade receivables as these receivables arose mainly from tenants that have a good record with the Group and have sufficient security deposits as collateral.

29 FINANCIAL RISK MANAGEMENT (continued)

***Credit risk** (continued)*

Trade receivables (continued)

Expected credit loss assessment for tenants

The credit quality of trade receivables is assessed based on credit policies established by the Group. Trade receivables with high credit risk will be identified and monitored by the respective property management team. The Group's risk exposure in relation to trade receivables are set out in the provision matrix as follows:

	Not past due		Past due			
	Not under deferment scheme $'000	Under deferment scheme $'000	Within 30 days $'000	31 to 90 days $'000	More than 90 days $'000	Total $'000
2021						
Group						
Trade receivables	**17,566**	**2,702**	**1,433**	**2,286**	**986**	**24,973**
Loss allowance	**50**	**–**	**62**	**31**	**513**	**656**
Expected loss rate	**0.3%**	**–**	**4.3%**	**1.4%**	**52.0%**	
Trust						
Trade receivables	**5,061**	**299**	**703**	**420**	**639**	**7,122**
Loss allowance	**48**	**–**	**43**	**19**	**99**	**209**
Expected loss rate	**0.9%**	**–**	**6.1%**	**4.5%**	**15.5%**	
2020						
Group						
Trade receivables	22,556	28,238	4,772	4,686	2,042	62,294
Loss allowance	134	962	211	1,078	732	3,117
Expected loss rate	0.6%	3.4%	4.4%	23.0%	35.8%	
Trust						
Trade receivables	6,771	1,279	2,359	2,611	1,283	14,303
Loss allowance	68	10	125	528	477	1,208
Expected loss rate	1.0%	0.8%	5.3%	20.2%	37.2%	

No ageing analysis of other receivables are presented as the majority of outstanding balances as at 31 December 2021 and 31 December 2020 are current.

29 FINANCIAL RISK MANAGEMENT (continued)

Loans to subsidiaries and joint ventures and non-trade amounts due from subsidiaries, joint ventures and related parties

The Group and the Trust held loans to and non-trade receivables due from its related parties, subsidiaries and joint ventures to meet their funding requirements. Impairment on these balances has been measured on a 12-month and lifetime expected loss basis. The amount of the allowance for impairment loss on loans to subsidiaries is set out in Note 6. There is no allowance for impairment loss arising from the remaining outstanding balances as the ECL is not assessed to be material.

Financial derivatives

The financial derivatives are entered into with bank and financial institution counterparties, which are regulated.

Cash and cash equivalents

Cash and fixed deposits are placed with financial institutions which are regulated. The Group limits its credit risk exposure in respect of investments by only investing in liquid securities and only with counterparties that have sound credit ratings, thus the Manager does not expect any counterparty to fail to meet its obligations.

The Group and the Trust held cash and cash equivalents of $365,133,000 and $165,962,000 respectively at 31 December 2021 (2020: $183,617,000 and $29,320,000 respectively). The cash and cash equivalents are held with banks and financial institution counterparties which are rated A to AA-, based on Standard & Poor's and Fitch's ratings.

Impairment on cash and cash equivalents has been measured on the 12-month expected loss basis and reflects the short maturities of the exposures. The Group considers that its cash and cash equivalents have low credit risk based on the external credit ratings of the counterparties. The amount of the allowance on cash and cash equivalents is not assessed to be material.

Liquidity risk

Liquidity risk is the risk that the Group will not be able to meet its financial obligations as they fall due. The Manager monitors its liquidity risk and maintains a level of cash and cash equivalents deemed adequate to finance the Group's operations and to mitigate the effects of fluctuations in cash flows. Typically, the Group ensures that it has sufficient cash on demand to meet expected operational expenses for a period of 60 days, including the servicing of financial obligations. In addition, the Manager also monitors and observes the CIS Code issued by MAS concerning limits on total borrowings.

29 FINANCIAL RISK MANAGEMENT (continued)

***Liquidity risk** (continued)*

Exposure to liquidity risk

The following are the expected contractual undiscounted cash outflows of financial liabilities and derivative financial instruments including interest payments and excluding the impact of netting agreements:

	Carrying amount $'000	Contractual cash flows $'000	Cash flows Within 1 year $'000	Within 2 to 5 years $'000	More than 5 years $'000
Group					
31 December 2021					
Non-derivative financial liabilities					
<u>Secured</u>					
EUR bank loans	408,867	(420,360)	(4,271)	(416,089)	–
<u>Unsecured</u>					
USD fixed rate MTN notes	404,623	(515,232)	(14,632)	(58,608)	(441,992)
JPY fixed rate MTN notes	118,285	(129,958)	(867)	(3,605)	(125,486)
JPY floating rate MTN notes	202,834	(201,441)	(472)	(200,969)	–
HKD fixed rate MTN and EMTN notes	1,045,751	(1,178,265)	(228,226)	(532,249)	(417,790)
SGD fixed rate MTN and EMTN notes	3,317,778	(3,684,204)	(170,822)	(2,478,607)	(1,034,775)
SGD bank loans	2,173,476	(2,290,463)	(347,703)	(1,516,841)	(425,919)
EUR bank loans	505,663	(514,540)	(4,964)	(509,576)	–
Trade and other payables[1]	557,904	(558,093)	(557,492)	(46)	(555)
Security deposits	247,896	(247,896)	(94,318)	(147,338)	(6,240)
Lease liabilities	8,224	(8,224)	(2,261)	(5,142)	(821)
	8,582,434	(9,328,316)	(1,421,757)	(5,452,981)	(2,453,578)
	8,991,301	(9,748,676)	(1,426,028)	(5,869,070)	(2,453,578)
Derivative financial assets					
Cross currency swaps (gross-settled)	(27,761)				
– Inflow		487,404	211,819	275,585	–
– Outflow		(459,778)	(201,544)	(258,234)	–
	(27,761)	27,626	10,275	17,351	–
Forward exchange contracts (gross-settled)	(544)				
– Inflow		63,351	63,351	–	–
– Outflow		(62,807)	(62,807)	–	–
	(544)	544	544	–	–
Interest rate swaps (net-settled)	(2,574)	2,561	(167)	2,728	–
Derivative financial liabilities					
Cross currency swaps (gross-settled)	30,394				
– Inflow		1,514,017	32,582	519,485	961,950
– Outflow		(1,554,631)	(39,258)	(529,168)	(986,205)
	30,394	(40,614)	(6,676)	(9,683)	(24,255)
Interest rate swaps (net-settled)	2,034	(2,613)	(2,220)	(393)	–

[1] Excluding deferred income

29 FINANCIAL RISK MANAGEMENT (continued)

***Liquidity risk** (continued)*

Exposure to liquidity risk (continued)

	Carrying amount $'000	Contractual cash flows $'000	Cash flows Within 1 year $'000	Within 2 to 5 years $'000	More than 5 years $'000
Group					
31 December 2020					
Non-derivative financial liabilities					
Secured					
EUR bank loans	425,596	(440,322)	(4,429)	(240,299)	(195,594)
Unsecured					
Retail bonds	349,958	(355,434)	(355,434)	–	–
USD fixed rate MTN notes	395,597	(518,165)	(14,271)	(57,358)	(446,536)
JPY fixed rate MTN notes	128,432	(131,122)	(939)	(3,756)	(126,427)
JPY floating rate MTN notes	366,181	(350,473)	(139,763)	(210,710)	–
HKD fixed rate MTN and EMTN notes	1,009,804	(1,145,620)	(143,257)	(627,867)	(374,496)
SGD fixed rate MTN and EMTN notes	3,024,794	(3,400,539)	(239,138)	(2,384,470)	(776,931)
SGD bank loans	2,500,492	(2,628,000)	(214,435)	(1,709,840)	(703,725)
EUR bank loans	525,391	(538,715)	(5,147)	(451,157)	(82,411)
Trade and other payables[1]	293,447	(293,491)	(293,020)	(48)	(423)
Security deposits	237,927	(237,927)	(90,533)	(144,971)	(2,423)
Lease liabilities	8,690	(8,690)	(2,248)	(4,559)	(1,883)
	8,840,713	(9,608,176)	(1,498,185)	(5,594,736)	(2,515,255)
	9,266,309	(10,048,498)	(1,502,614)	(5,835,035)	(2,710,849)
Derivative financial assets					
Cross currency swaps (gross-settled)	(37,430)				
– Inflow		847,962	155,979	691,983	–
– Outflow		(826,778)	(159,981)	(666,797)	–
	(37,430)	21,184	(4,002)	25,186	–
Derivative financial liabilities					
Cross currency swaps (gross-settled)	50,509				
– Inflow		1,196,583	131,535	207,678	857,370
– Outflow		(1,250,174)	(133,710)	(221,538)	(894,926)
	50,509	(53,591)	(2,175)	(13,860)	(37,556)
Forward exchange contracts (gross-settled)	611				
– Inflow		15,107	15,107	–	–
– Outflow		(15,718)	(15,718)	–	–
	611	(611)	(611)	–	–
Interest rate swaps (net-settled)	17,842	(18,368)	(8,904)	(9,054)	(410)

[1] Excluding deferred income

29 FINANCIAL RISK MANAGEMENT (continued)

***Liquidity risk** (continued)*

Exposure to liquidity risk (continued)

	Carrying amount $'000	Contractual cash flows $'000	Cash flows Within 1 year $'000	Within 2 to 5 years $'000	More than 5 years $'000
Trust					
31 December 2021					
Non-derivative financial liabilities					
Unsecured					
SGD fixed rate term loans	**3,521,113**	**(4,054,986)**	**(291,642)**	**(1,870,133)**	**(1,893,211)**
SGD bank loans	**1,378,169**	**(1,475,841)**	**(20,827)**	**(1,029,095)**	**(425,919)**
Amount due to a subsidiary (unsecured)	**495,000**	**(495,000)**	**–**	**–**	**(495,000)**
Trade and other payables	**418,622**	**(418,622)**	**(418,622)**	**–**	**–**
Security deposits	**116,660**	**(116,660)**	**(45,855)**	**(70,275)**	**(530)**
Lease liabilities	**6,485**	**(6,485)**	**(1,522)**	**(4,142)**	**(821)**
	5,936,049	**(6,567,594)**	**(778,468)**	**(2,973,645)**	**(2,815,481)**
Derivative financial assets					
Forward exchange contracts (gross-settled)	**(45)**				
– Inflow		**53,675**	**53,675**	**–**	**–**
– Outflow		**(53,630)**	**(53,630)**	**–**	**–**
	(45)	**45**	**45**	**–**	**–**
Interest rate swaps (net-settled)	**(1,014)**	**963**	**123**	**840**	**–**
Derivative financial liabilities					
Interest rate swaps (net-settled)	**2,034**	**(2,613)**	**(2,220)**	**(393)**	**–**
31 December 2020					
Non-derivative financial liabilities					
Unsecured					
Retail bonds	349,958	(355,434)	(355,434)	–	–
SGD fixed rate term loans	2,998,706	(3,456,010)	(154,964)	(1,760,489)	(1,540,557)
SGD bank loans	1,198,248	(1,290,517)	(21,930)	(609,015)	(659,572)
Amount due to a subsidiary (unsecured)	633,900	(633,900)	–	–	(633,900)
Trade and other payables	134,442	(134,442)	(134,442)	–	–
Security deposits	110,924	(110,924)	(41,450)	(67,781)	(1,693)
Lease liabilities	8,450	(8,450)	(2,008)	(4,559)	(1,883)
	5,434,628	(5,989,677)	(710,228)	(2,441,844)	(2,837,605)
Derivative financial liabilities					
Interest rate swaps (net-settled)	9,980	(10,676)	(2,623)	(7,643)	(410)

29 FINANCIAL RISK MANAGEMENT (continued)

Market risk

Market risk is the risk that changes in market prices, such as foreign exchange rates, interest rates, and equity prices will affect the Group's income or the value of its holdings of financial instruments. The objective of market risk management is to manage and control market risk exposures within acceptable parameters, while optimising the return on risk.

Foreign currency risk

Foreign currency risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in foreign exchange rates. The Group is exposed to foreign currency risk on loans and borrowings and its operations in foreign countries that were denominated in a currency other than the respective functional currencies of the Group entities. The currencies giving rise to this risk are United States Dollars ("USD"), Hong Kong Dollars ("HKD"), Euro ("EUR") and Japanese Yen ("JPY"). The Group hedges this risk by entering into cross currency swaps with notional contracts amounting to USD0.3 billion, HKD6.0 billion and JPY27.2 billion. All sums payable in respect of the cross currency swaps under CMT MTN are guaranteed by the Trustee.

Foreign exchange risks related to the borrowings of the Group's USD, HKD and JPY notes, issued by Singapore Dollars ("SGD") functional currency Group entities, have been fully hedged using cross currency swaps that mature on the same dates that the borrowings are due for repayment. These cross currency swaps are designated as cash flow hedges. The Group also used its EUR loans to hedge against the foreign currency risk arising from the Group's net investments in the foreign subsidiaries.

The Group applies a hedge ratio of 1:1 to its cross currency swaps to hedge its currency risk. The Group's policy is for the critical terms of the cross currency swaps to align with the hedged item.

The Group determines the existence of an economic relationship between the hedging instrument and hedged item based on the currency, amount and timing of their respective cash flows. The Group assesses whether the derivative designated in each hedging relationship is expected to be and has been effective in offsetting changes in cash flows of the hedged item using the critical terms method. When all critical terms match, the economic relationship is considered 100% match.

In these hedge relationships, the main potential sources of ineffectiveness are:

- the effect of the counterparty and the Group's own credit risk on the fair value of the cross currency swaps, which is not reflected in the change in the fair value of the hedged cash flows attributable to the change in exchange rates; and

- changes in timing of the hedged transactions.

29 FINANCIAL RISK MANAGEMENT (continued)

Foreign currency risk (continued)

Net investment hedge

The Group designates the loan to hedge the changes in the value of the net investment that is attributable to changes in the EUR/SGD spot rate. The Group's policy is to hedge the net investment only to the extent of the debt principal.

The Group determines the existence of an economic relationship between the hedging instrument and hedged item based on the currency and amount. The Group assesses the effectiveness of each hedging relationship by comparing changes in the carrying amount of the debt that is due to a change in the spot rate with changes in the investment in the foreign operation due to movements in the spot rate (the offset method).

Exposure to foreign currency risk

The Group's exposure to foreign currency risk is as follows:

	USD $'000	HKD $'000	EUR $'000	JPY $'000
Group				
31 December 2021				
Cash and cash equivalents	**–**	**–**	**57**	**–**
Loans and borrowings	**(405,432)**	**(1,047,089)**	**(506,557)**	**(321,311)**
Net Statement of Financial Position exposure	**(405,432)**	**(1,047,089)**	**(506,500)**	**(321,311)**
Add: Effect of cross currency swaps	**405,432**	**1,047,089**	**–**	**321,311**
Add: Loans designated as net investment hedge	**–**	**–**	**498,670**	**–**
Net exposure	**–**	**–**	**(7,830)**	**–**
31 December 2020				
Cash and cash equivalents	–	–	607	–
Loans and borrowings	(396,510)	(1,011,004)	(526,704)	(494,863)
Net Statement of Financial Position exposure	(396,510)	(1,011,004)	(526,097)	(494,863)
Add: Effect of cross currency swaps	396,510	1,011,004	–	494,863
Add: Loans designated as net investment hedge	–	–	518,496	–
Net exposure	–	–	(7,601)	–

29 FINANCIAL RISK MANAGEMENT (continued)

Foreign currency risk (continued)

Sensitivity analysis

A 10.0% weakening of the Singapore dollar, as indicated below, against the following foreign currencies at 31 December would have (decreased)/increased the Statement of Total Return and Unitholders' Funds by the amounts shown below. This analysis assumes that all other variables, in particular, interest rates, remain constant.

	Statement of Total Return $'000	Unitholders' Funds $'000
Group		
2021		
USD	**–**	**6,304**
HKD	**–**	**7,010**
EUR	**(783)**	**–**
JPY	**–**	**7,264**
	(783)	**20,578**
2020		
USD	–	9,410
HKD	–	11,923
EUR	(760)	–
JPY	–	9,918
	(760)	31,251

A 10.0% strengthening of the Singapore dollar against the above currencies would have had an opposite effect of similar quantum on the above currencies to the amounts shown above, on the basis that all other variables remain constant.

29 FINANCIAL RISK MANAGEMENT (continued)

Interest rate risk

The Group adopts a policy of ensuring that at least 80.0% of its interest rate risk exposure is at a fixed-rate. This is achieved partly by entering into fixed-rate instruments and partly by borrowing at a float rate and using interest rate swaps and cross currency swaps as hedges of the variability in cash flows attributable to interest rate risk. The Group applies a hedge ratio of 1:1.

The Group determines the existence of an economic relationship between the hedging instrument and hedged item based on the reference interest rates, tenors, repricing dates and maturities and the notional or par amounts. If a hedging relationship is directly affected by uncertainty arising from interest rate benchmark reform, then the Group assumes for this purpose that the benchmark interest rate is not altered as a result of interest rate benchmark reform.

The Group assesses whether the derivative designated in each hedging relationship is expected to be effective in offsetting changes in cash flows of the hedged item using the critical terms method. When all critical terms match, the economic relationship is considered 100% match.

In these hedge relationships, the main potential sources of ineffectiveness are:

- the effect of the counterparty and the Group's own credit risk on the fair value of the swaps, which is not reflected in the change in the fair value of the hedged cash flows attributable to the change in interest rates; and

- differences in repricing dates between the swaps and the borrowings.

Hedging relationship that are impacted by interest rate benchmark reform may experience ineffectiveness because of a timing mismatch between the hedged item and the hedging instrument regarding interest rate benchmark reform transition. For further details, see 'Managing interest rate benchmark reform and associated risks' below.

Managing interest rate benchmark reform and associated risks

Overview

A fundamental reform of major interest rate benchmarks is being undertaken globally, including the replacement of some interbank offered rates (IBORs) with alternative nearly risk-free rates (referred to as 'IBOR reform'). The Group has exposures to IBORs on its financial instruments that will be replaced or reformed as part of these market-wide initiatives. The Group's main IBOR exposure at 31 December 2021 was indexed to JPY LIBOR and SOR. In Singapore, the Steering Committee for SOR and SIBOR transition to SORA (SC-STS) together with the Association of Banks in Singapore (ABS) and Singapore Foreign Exchange Market Committee (SFEMC), has recommended the discontinuation of SOR and SIBOR and a shift towards the use of Singapore Overnight Rate Average (SORA) as the alternative interest rate benchmark in Singapore. The timeline for SORA to replace SOR and SIBOR is by the end of June 2023 and December 2024 respectively.

The Manager monitors and manages the Group's transition to alternative rates. The Manager evaluates the extent to which contracts reference IBOR cash flows, whether such contacts will need to be amended as a result of IBOR reform and how to manage communication about IBOR reform with counterparties.

29 FINANCIAL RISK MANAGEMENT (continued)

Managing interest rate benchmark reform and associated risks (continued)

Non-derivative financial liabilities

The Group's IBOR exposures to non-derivative financial liabilities as at 31 December 2021 included unsecured bank loans and unsecured MTN notes indexed to SOR and JPY LIBOR respectively. The Group is still in the process of communication with the counterparties for all SOR indexed exposures and specific changes have yet been agreed. The Group has amended all its JPY LIBOR indexed unsecured MTN notes to reference to the Tokyo Overnight Average Rate (TONA), effective from February 2022.

Derivatives

The Group holds cross currency swaps and interest rate swaps for risk management purposes which are designated in cash flow hedging relationship. The cross currency swaps and interest rate swaps have floating legs that are indexed to JPY LIBOR and SOR. The Group's derivative instruments are governed by contracts based on the International Swaps and Derivatives Association (ISDA)'s master agreements. The Group is still in the process of communication with the counterparties for all SOR indexed exposures and specific changes have yet been agreed. The Group has amended all its JPY LIBOR indexed cross currency swaps to reference to the TONA effective from February 2022.

Hedge accounting

The Group has evaluated the extent to which its cash flow hedging relationships are subject to uncertainty driven by IBOR reform as at 31 December 2021. The Group's hedged items and hedging instruments continue to be indexed to IBOR benchmark rates which are JPY LIBOR and SOR. These benchmark rates are quoted each day and the IBOR cash flows are exchanged with its counterparties as usual.

The Group's SOR cash flow hedging relationships extend beyond the anticipated cessation date for IBOR. The Group is still in the process of communication with the counterparties for all SOR indexed exposures and the relevant hedging instruments and hedged items have not been amended to transition from SOR. The Group has evaluated that there is uncertainty about when and how replacement may occur with respect to the relevant hedged items and hedging instruments and such uncertainty may impact the hedging relationships. The Group continues to apply the principles of amendments to FRS 109 issued in December 2020 (Phase 1) to those hedging relationships directly affected by interest rate benchmark reform.

The Group has amended all its JPY LIBOR indexed unsecured MTN notes and cross currency swaps to reference to the TONA, effective from February 2022. The Group has applied the Phase 2 amendments for amortised cost measurement and hedge accounting. Given that the critical terms continue to match, the change in fair value of the hedged risk is the same as the change in fair value of the hedging instrument. Therefore, no hedge ineffectiveness is recognised as a result of the expected transition of the cash flow hedges from JPY LIBOR to TONA. The Group has judged that IBOR uncertainty is no longer present with respect to its cash flow hedge of JPY LIBOR-linked borrowings, once both the hedging instrument and the hedged item have been amended to the alternative benchmark rate with fixed adjustment spreads.

Hedging relationships impacted by interest rate benchmark reform may experience ineffectiveness attributable to market participants' expectations of when and how the shift from the existing IBOR benchmark rate to an alternative benchmark interest rate will occur for the hedged item and hedging instruments. This transition may also occur at different times for the hedged item and hedged instrument, which may lead to hedge ineffectiveness. The Group has measured its hedging instruments indexed to JPY LIBOR and SOR using available quoted market rates for JPY LIBOR-based and SOR-based instruments of the same tenor and similar maturity and has measured the cumulative change in the present value of hedged cash flows attributable to changes in JPY LIBOR and SOR on a similar basis.

29 FINANCIAL RISK MANAGEMENT (continued)

Managing interest rate benchmark reform and associated risks (continued)

Total amounts of unreformed contracts, including those with an appropriate fallback clause

The Group monitors the progress of transition from IBORs to new benchmark rates by reviewing the total amounts of contracts that have yet to transition to an alternative benchmark rate and the amounts of such contracts that include an appropriate fallback clause. The Group considers that a contract is not yet transitioned to an alternative benchmark rate when interest under the contract is indexed to a benchmark rate that is still subject to interest rate benchmark reform, even if it includes a fallback clause that deals with the cessation of the existing IBOR (referred to as an 'unreformed contract').

The following table shows the total amounts of unreformed contracts and those with appropriate fallback language as at 31 December 2021. The amounts of financial liabilities are shown at their carrying amounts and derivatives are shown at their notional amounts.

	JPY LIBOR		SOR	
	Total amount of unreformed contracts $'000	Amount with appropriate fallback clause $'000	Total amount of unreformed contracts $'000	Amount with appropriate fallback clause $'000
Group				
31 December 2021				
Financial liabilities				
Unsecured bank loans	–	–	2,173,476	–
Unsecured MTN notes	202,834	–	–	–
Derivatives				
Cross currency swaps	200,000	–	–	–
Interest rate swaps	–	–	1,210,000	–
Trust				
31 December 2021				
Financial liabilities				
Unsecured bank loans	–	–	1,378,169	–
Derivatives				
Interest rate swaps	–	–	735,000	–

The Group's exposure to SOR designated in hedging relationships is $1,210,000,000 (2020: $1,260,000,000) notional amount as at 31 December 2021, representing both the notional amount of the hedging interest rate swap and the principal amount of Group's hedged SGD denominated unsecured bank loans maturing between 2022 to 2026 (2020: 2021 to 2026).

The Trust's exposure to SOR designated in hedging relationships is $735,000,000 (2020: $180,000,000) notional amount as at 31 December 2021, representing both the notional amount of the hedging interest rate swap and the principal amount of Trust's hedged SGD denominated unsecured bank loans maturing between 2023 to 2026 (2020: 2024 to 2026).

29 FINANCIAL RISK MANAGEMENT (continued)

Managing interest rate benchmark reform and associated risks (continued)

Total amounts of unreformed contracts, including those with an appropriate fallback clause (continued)

The Group's exposure to JPY LIBOR designated in hedging relationships is $200,000,000 (2020: $337,000,000) notional amount as at 31 December 2021, representing both the notional amount of the hedging cross currency swap and the principal amount of Group's hedged JPY denominated unsecured floating rate MTN notes maturing in 2023 (2020: 2021 to 2023). The Group has amended all its JPY LIBOR indexed cross currency swaps to reference to the TONA effective from February 2022.

Exposure to interest rate risk

The Group's exposure to changes in interest rates relates primarily to interest-bearing financial liabilities. Interest rate risk is managed on an ongoing basis with the primary objective of limiting the extent to which net interest expense could be affected by adverse movements in interest rates. The Group manages its interest rate exposure through the use of interest rate swaps, cross currency swaps and fixed rate borrowings.

At the reporting date, the interest rate profile of the interest-bearing financial instruments, as reported to the management, was as follows:

	Group Nominal amount		Trust Nominal amount	
	2021	2020	**2021**	2020
	$'000	$'000	**$'000**	$'000
Fixed rate instruments				
Loans to subsidiaries	**–**	–	**2,511,627**	1,774,742
Loans to joint ventures	**176,980**	169,450	**150,359**	146,950
Loans and borrowings	**(5,809,083)**	(5,868,150)	**(3,526,287)**	(3,353,287)
Loans from non-controlling interest	**(423)**	(439)	**–**	–
Effect of interest rate swaps and cross currency swaps	**(1,412,872)**	(1,626,253)	**(735,000)**	(180,000)
	(7,045,398)	(7,325,392)	**(1,599,301)**	(1,611,595)
Variable rate instruments				
Loans and borrowings	**(2,383,798)**	(2,872,935)	**(1,385,226)**	(1,202,947)
Effect of interest rate swaps and cross currency swaps	**1,412,872**	1,626,253	**735,000**	180,000
	(970,926)	(1,246,682)	**(650,226)**	(1,022,947)

Fair value sensitivity analysis for fixed rate instruments

The Group does not account for any fixed rate instruments at fair value through profit or loss, and the Group does not designate derivatives as hedging instruments under a fair value hedge accounting model. Therefore, in respect of the fixed rate instruments, a change in interest rates at the reporting date would not affect the Statement of Total Return.

29 FINANCIAL RISK MANAGEMENT (continued)

Managing interest rate benchmark reform and associated risks (continued)

Cash flow sensitivity analysis for variable rate instruments

A reasonably possible change of 100 basis points in interest rate at the reporting date would have increased/(decreased) the Statement of Total Return and Unitholders' Funds by the amounts shown below. This analysis assumes that all other variables, in particular foreign currency exchange rates, remain constant.

	Statement of Total Return		Unitholders' Funds	
	100 bp increase $'000	100 bp decrease $'000	100 bp increase $'000	100 bp decrease $'000
Group				
31 December 2021				
Variable rate instruments	**(23,838)**	**23,838**	**–**	**–**
Interest rate swaps and cross currency swaps	**14,129**	**(14,129)**	**19,196**	**(19,196)**
Cash flow sensitivity (net)	**(9,709)**	**9,709**	**19,196**	**(19,196)**
31 December 2020				
Variable rate instruments	(28,729)	28,729	–	–
Interest rate swaps and cross currency swaps	16,263	(16,263)	17,150	(17,150)
Cash flow sensitivity (net)	(12,466)	12,466	17,150	(17,150)
Trust				
31 December 2021				
Variable rate instruments	**(13,852)**	**13,852**	**–**	**–**
Interest rate swaps	**7,350**	**(7,350)**	**12,825**	**(12,825)**
Cash flow sensitivity (net)	**(6,502)**	**6,502**	**12,825**	**(12,825)**
31 December 2020				
Variable rate instruments	(12,029)	12,029	–	–
Interest rate swaps	1,800	(1,800)	8,839	(8,839)
Cash flow sensitivity (net)	(10,229)	10,229	8,839	(8,839)

Equity price risk

The Group's and Trust's exposure to change in equity price relates to equity investments at FVOCI in quoted equity securities listed in Singapore and/or Malaysia.

Sensitivity analysis

As at 31 December 2021, if the price for the quoted equity securities increased by 5.0% with all other variables being held constant, the increase in Unitholders' Funds of the Group and the Trust would be $9.7 million (2020: $10.9 million) and $7.9 million (2020: $9.3 million) respectively. A similar 5.0% decrease in the price would have an equal but opposite effect.

29 FINANCIAL RISK MANAGEMENT (continued)

Hedge accounting

Cash flow hedges

The Group and the Trust held the following instruments to hedge exposures to changes in foreign currency and interest rates.

	Maturity	
	Within 1 year $'000	More than 1 year $'000
Group		
2021		
Foreign currency risk		
Cross currency swaps		
Net exposure ($'000)	**190,100**	**1,570,852**
Average SGD:HKD forward contract rate	**0.1653**	**0.1715**
Average SGD:JPY forward contract rate	**–**	**0.0119**
Average SGD:USD forward contract rate	**–**	**1.3570**
Interest rate risk		
Interest rate swaps		
Net exposure ($'000)	**300,000**	**910,000**
Average fixed interest rate %	**0.96**	**1.69**
2020		
Foreign currency risk		
Cross currency swaps		
Net exposure ($'000)	239,450	1,635,952
Average SGD:HKD forward contract rate	0.1751	0.1696
Average SGD:JPY forward contract rate	0.0121	0.0119
Average SGD:USD forward contract rate	–	1.3570
Interest rate risk		
Interest rate swaps		
Net exposure ($'000)	605,000	655,000
Average fixed interest rate %	2.80	1.61
Trust		
2021		
Interest rate risk		
Interest rate swaps		
Net exposure ($'000)	**–**	**735,000**
Average fixed interest rate %	**–**	**1.68**
2020		
Interest rate risk		
Interest rate swaps		
Net exposure ($'000)	–	180,000
Average fixed interest rate %	–	2.47

29 FINANCIAL RISK MANAGEMENT (continued)

Hedge accounting (continued)

The following table provides a reconciliation by risk category of components of Unitholders' Funds resulting from cash flow hedge accounting.

	Group	Trust
	Hedging reserve	
	$'000	$'000
Cash flow hedges		
Balance at 1 January 2021	**(30,561)**	**(9,980)**
Changes in fair value:		
Foreign currency risk	**27,580**	**–**
Forward exchange contract	**1,155**	**45**
Interest rate risk	**9,147**	**5,475**
Amounts reclassified to Statement of Total Return:		
Foreign currency risk	**(3,599)**	**–**
Interest rate risk	**9,235**	**3,485**
Amounts reclassified to revenue reserve:		
Interest rate risk	**(7,224)**	**–**
Share of movements in hedging reserves of joint ventures	**4,845**	**–**
Balance at 31 December 2021	**10,578**	**(975)**
Balance at 1 January 2020	(29,274)	(775)
Changes in fair value:		
Foreign currency risk	(12,425)	–
Forward exchange contract	(284)	–
Interest rate risk	(12,809)	(10,496)
Amounts reclassified to Statement of Total Return:		
Foreign currency risk	19,662	–
Interest rate risk	3,695	1,291
Share of movements in hedging reserves of joint ventures	874	–
Balance at 31 December 2020	(30,561)	(9,980)

29 FINANCIAL RISK MANAGEMENT (continued)

Hedge accounting (continued)

The amounts relating to items designated as hedged items and hedging instruments (excluding share of hedging reserves of joint ventures) were as follows:

	Nominal amount $'000	Carrying amount Assets $'000	Carrying amount Liabilities $'000	Line item in the Statement of Financial Position where the hedging instrument is included	Line item in the Statement of Financial Position where the hedged item is included
Group					
2021					
Foreign currency risk					
Cross currency swaps	**1,760,952**	**27,761**	**(30,394)**	**Financial derivatives**	**Loans and borrowings**
Forward exchange contracts	**63,351**	**544**	**–**	**Financial derivatives**	**–**
Interest rate risk					
Interest rate swaps	**1,210,000**	**2,574**	**(2,034)**	**Financial derivatives**	**Loans and borrowings**
2020					
Foreign currency risk					
Cross currency swaps	1,875,402	37,430	(50,509)	Financial derivatives	Loans and borrowings
Forward exchange contracts	15,107	–	(611)	Financial derivatives	–
Interest rate risk					
Interest rate swaps	1,260,000	–	(17,842)	Financial derivatives	Loans and borrowings
Trust					
2021					
Foreign currency risk					
Forward exchange contracts	**53,675**	**45**	**–**	**Financial derivatives**	**–**
Interest rate risk					
Interest rate swaps	**735,000**	**1,014**	**(2,034)**	**Financial derivatives**	**Loans and borrowings**
2020					
Interest rate risk					
Interest rate swaps	180,000	–	(9,980)	Financial derivatives	Loans and borrowings

Cash flow hedge reserve $'000	Changes in the fair value of the hedging instrument recognised in Unitholders Funds $'000	Amounts reclassified from Hedging Reserve to Statement of Total Return $'000	Line item in Statement of Total Return affected by the reclassification
2,389	**27,580**	**(3,599)**	**Finance costs**
872	**1,155**	**–**	**–**
4,391	**9,147**	**9,235**	**Finance costs**
(21,592)	(12,425)	19,662	Finance costs
(284)	(284)	–	–
(10,686)	(12,809)	3,695	Finance costs
45	**45**	**–**	**–**
(1,020)	**5,475**	**3,485**	**Finance costs**
(9,980)	(10,496)	1,291	Finance costs

29 FINANCIAL RISK MANAGEMENT (continued)

Hedge accounting (continued)

Net investment hedges

The Group has foreign currency exposures from the net investment in its foreign subsidiaries in Luxembourg and Netherlands that has EUR functional currency.

The risk arises from fluctuation in spot exchange rates between EUR and SGD that will result in a fluctuation in the carrying amount of the Group's net investment in its foreign subsidiaries in Luxembourg and Netherlands.

As at reporting date, the Group's net investment in its foreign subsidiaries is hedged by a number of EUR-denominated unsecured bank loans of carrying amount of $497,776,000 (2020: $517,183,000), which mitigates the foreign currency risk arising from the subsidiaries' net assets. The fair value of these borrowings at 31 December 2021 is $497,501,000 (2020: $519,497,000). These loans are designated as a hedging instrument for the changes in the value of the net investment that is due to changes in the EUR/SGD spot rate.

The amounts related to items designated as hedging instruments were as follows:

	Nominal amount $'000	Carrying amount – assets $'000	Carrying amount – liabilities $'000
Group			
2021			
Foreign exchange denominated debt (EUR)	**(498,670)**	**–**	**(497,776)**

The amounts related to items designated as hedged items were as follows:

Group	
2021	
EUR net investment	

N/A Not applicable

Line item in the Statements of Financial Position where the hedging instrument is included	Changes in the fair value of the hedging instrument recognised in Unitholders Funds $'000	Amounts reclassified from Hedging Reserve to Statement of Total Return $'000	Line item in Statement of Total Return affected by the reclassification
Loans and borrowings	**(18,358)**	**–**	**N/A**

Change in value used for calculating hedge ineffectiveness $'000	FCTR $'000	Balances remaining in the FCTR from hedging relationships for which hedge accounting is no longer applied $'000
17,299	**4,335**	**–**

29 FINANCIAL RISK MANAGEMENT (continued)

Hedge accounting (continued)

Net investment hedges *(continued)*

	Nominal amount $'000	Carrying amount – assets $'000	Carrying amount – liabilities $'000
Group			
2020			
Foreign exchange denominated debt (EUR)	(518,496)	–	(517,183)

The amounts related to items designated as hedged items were as follows:

Group	
2020	
EUR net investment	

N/A Not applicable

Line item in the Statements of Financial Position where the hedging instrument is included	Changes in the fair value of the hedging instrument recognised in Unitholders Funds $'000	Amounts reclassified from Hedging Reserve to Statement of Total Return $'000	Line item in Statement of Total Return affected by the reclassification
Loans and borrowings	(5,529)	–	N/A

Change in value used for calculating hedge ineffectiveness $'000	FCTR $'000	Balances remaining in the FCTR from hedging relationships for which hedge accounting is no longer applied $'000
5,355	(13,893)	–

30 CLASSIFICATION AND FAIR VALUE OF FINANCIAL INSTRUMENTS

The carrying amounts and fair values of financial assets and liabilities, including their levels in the fair value hierarchy are as follows. It does not include fair value information for financial assets and liabilities not measured at fair value if the carrying amount is a reasonable approximation of fair value. Their carrying amount is a reasonable approximation of fair value.

		Carrying amount				
	Note	Fair value – hedging instruments $'000	Amortised cost $'000	FVOCI – equity investments $'000	Other financial liabilities $'000	Total $'000
Group						
31 December 2021						
Financial assets not measured at fair value						
Loans to joint ventures	7	–	176,980	–	–	176,980
Trade and other receivables[1]	12	–	89,592	–	–	89,592
Cash and cash equivalents	13	–	365,133	–	–	365,133
		–	631,705	–	–	631,705
Financial assets measured at fair value						
Financial derivatives	9	30,879	–		–	30,879
Equity investments at FVOCI	8	–	–	193,168	–	193,168
		30,879	–	193,168	–	224,047
Financial liabilities not measured at fair value						
Trade and other payables[2]	14	–	–	–	(557,904)	(557,904)
Security deposits		–	–	–	(247,896)	(247,896)
Loans and borrowings	15	–	–	–	(8,177,277)	(8,177,277)
		–	–	–	(8,983,077)	(8,983,077)
Financial liability measured at fair value						
Financial derivatives	9	(32,428)	–	–	–	(32,428)

1 Excluding prepayments
2 Excluding deferred income

Fair value			
Level 1 $'000	Level 2 $'000	Level 3 $'000	Total $'000
–	**30,879**	**–**	**30,879**
193,168	**–**	**–**	**193,168**
–	**(8,329,110)**	**–**	**(8,329,110)**
–	**(32,428)**	**–**	**(32,428)**

30 CLASSIFICATION AND FAIR VALUE OF FINANCIAL INSTRUMENTS (continued)

	Note	Carrying amount Fair value – hedging instruments $'000	Amortised cost $'000	FVOCI – equity investments $'000	Other financial liabilities $'000	Total $'000
Group						
31 December 2020						
Financial assets not measured at fair value						
Loans to joint ventures	7	–	169,450	–	–	169,450
Trade and other receivables[1]	12	–	69,996	–	–	69,996
Cash and cash equivalents	13	–	183,617	–	–	183,617
		–	423,063	–	–	423,063
Financial assets measured at fair value						
Financial derivatives	9	37,430	–	–	–	37,430
Equity investments at FVOCI	8	–	–	218,686	–	218,686
		37,430	–	218,686	–	256,116
Financial liabilities not measured at fair value						
Trade and other payables[2]	14	–	–	–	(293,447)	(293,447)
Security deposits		–	–	–	(237,927)	(237,927)
Loans and borrowings	15	–	–	–	(8,726,245)	(8,726,245)
		–	–	–	(9,257,619)	(9,257,619)
Financial liability measured at fair value						
Financial derivatives	9	(68,962)	–	–	–	(68,962)

[1] Excluding prepayments
[2] Excluding deferred income

Fair value			
Level 1 $'000	Level 2 $'000	Level 3 $'000	Total $'000
–	37,430	–	37,430
218,686	–	–	218,686
(350,000)	(9,213,280)	–	(9,563,280)
–	(68,962)	–	(68,962)

30 CLASSIFICATION AND FAIR VALUE OF FINANCIAL INSTRUMENTS (continued)

		Carrying amount				
	Note	Fair value – hedging instruments $'000	Amortised cost $'000	FVOCI – equity investments $'000	Other financial liabilities $'000	Total $'000
Trust						
31 December 2021						
Financial assets not measured at fair value						
Loans to subsidiaries[1]	6	–	**2,974,573**	–	–	**2,974,573**
Loans to joint ventures	7	–	**150,359**	–	–	**150,359**
Trade and other receivables[2]	12	–	**177,800**	–	–	**177,800**
Cash and cash equivalents	13	–	**165,962**	–	–	**165,962**
		–	**3,468,694**	–	–	**3,468,694**
Financial assets measured at fair value						
Financial derivatives	9	**1,059**	–	–	–	**1,059**
Equity investments at FVOCI	8	–	–	**158,723**	–	**158,723**
		1,059	–	**158,723**	–	**159,782**
Financial liabilities not measured at fair value						
Trade and other payables	14	–	–	–	**(418,622)**	**(418,622)**
Amount due to a subsidiary (non-trade)	14	–	–	–	**(495,000)**	**(495,000)**
Security deposits		–	–	–	**(116,660)**	**(116,660)**
Loans and borrowings	15	–	–	–	**(4,899,282)**	**(4,899,282)**
		–	–	–	**(5,929,564)**	**(5,929,564)**
Financial liability measured at fair value						
Financial derivatives	9	**(2,034)**	–	–	–	**(2,034)**

1 Relates to loans to BMT, IMT, VO1 Trust, VO2 Trust, MSO Trust, RCS Trust and CCT
2 Excluding prepayments

Fair value			
Level 1 $'000	Level 2 $'000	Level 3 $'000	Total $'000
–	1,059	–	1,059
158,723	–	–	158,723
–	(4,923,000)	–	(4,923,000)
–	(2,034)	–	(2,034)

30 CLASSIFICATION AND FAIR VALUE OF FINANCIAL INSTRUMENTS (continued)

		Carrying amount				
	Note	Fair value – hedging instruments $'000	Amortised cost $'000	FVOCI – equity investments $'000	Other financial liabilities $'000	Total $'000
Trust						
31 December 2020						
Financial assets not measured at fair value						
Loans to subsidiaries[1]	6	–	2,235,925	–	–	2,235,925
Loans to joint ventures	7	–	146,950	–	–	146,950
Trade and other receivables[2]	12	–	81,063	–	–	81,063
Cash and cash equivalents	13	–	29,320	–	–	29,320
		–	2,493,258	–	–	2,493,258
Financial asset measured at fair value						
Equity investments at FVOCI	8	–	–	185,399	–	185,399
Financial liabilities not measured at fair value						
Trade and other payables	14	–	–	–	(134,442)	(134,442)
Amount due to a subsidiary (non-trade)	14	–	–	–	(633,900)	(633,900)
Security deposits		–	–	–	(110,924)	(110,924)
Loans and borrowings	15	–	–	–	(4,546,912)	(4,546,912)
		–	–	–	(5,426,178)	(5,426,178)
Financial liability measured at fair value						
Financial derivatives	9	(9,980)	–	–	–	(9,980)

[1] Relates to loans to BMT, IMT, VO1 Trust, VO2 Trust and MSO Trust
[2] Excluding prepayments

Fair value			
Level 1 $'000	Level 2 $'000	Level 3 $'000	Total $'000
185,399	–	–	185,399
(350,000)	(4,372,557)	–	(4,722,557)
–	(9,980)	–	(9,980)

30 CLASSIFICATION AND FAIR VALUE OF FINANCIAL INSTRUMENTS (continued)

Measurement of fair values

Financial instruments that are measured at fair value

Financial derivatives

The fair values of cross currency swaps and interest rate swaps (Level 2 fair values) are based on banks' quotes. These quotes are assessed for reasonableness by discounting estimated future cash flows based on the terms and maturity of each contract and using market rates for a similar instrument at the measurement date. Fair values reflect the credit risk of the instrument and include adjustments to take into account the credit risk of the Group and counterparties when appropriate.

The fair values of forward exchange contracts are determined using quoted forward exchange rates at the reporting date and present value calculations based on high credit quality yield curve in the respective currencies.

Financial instruments that are not measured at fair value

Other non-derivative financial liabilities are measured at fair value at initial recognition and for disclosure purposes, at each annual reporting date. The fair value of quoted loans and borrowings is their quoted ask price at the reporting date. Fair value for unquoted loans and borrowings is calculated based on the present value of future principal and interest cash flows, discounted at the market rate of interest at the measurement date. Other non-derivative financial liabilities include loans and borrowings.

Interest rates used in determining fair values

The interest rates used to discount estimated cash flows, where applicable, are based on forward rates as at 31 December plus a credit spread, and are as follows:

	2021 %	2020 %
Loans and borrowings	**0.48 – 3.33**	0.84 – 2.16

Financial instruments for which fair value approximates the carrying value

These financial instruments include loans to subsidiaries and joint ventures, trade and other receivables, cash and cash equivalents, trade and other payables and security deposits. The carrying amounts of these financial instruments are an approximation of their fair values because they are either short term in nature, effect of discounting is immaterial or reprice frequently.

31 OPERATING SEGMENTS

With effect from 1 January 2020, the Group has re-organised its reporting structure into strategic divisions to more accurately reflect the way the Group manage its business. For the purpose of making resource allocation decisions and the assessment of segment performance, the Group's Chief Operating Decision Maker ("CODM") reviews internal/management reports of its strategic divisions. This forms the basis of identifying the operating segments of the Group consistent with the principles of FRS 108 *Operating Segments*.

The Group's reportable operating segments are as follows:

- Retail: management of retail properties in Singapore
- Office: management of office properties in Singapore and Germany
- Integrated Developments: management of retail and office properties in Singapore

Segment revenue comprises mainly income generated from its tenants. Segment net property income represents the income earned by each segment after allocating property operating expenses. This is the measure reported to the CODMs for the purpose of assessment of segment performance. In addition, the CODMs monitor the non-financial assets as well as financial assets attributable to each segment when assessing segment performance.

Segment results, assets and liabilities include items directly attributable to a segment as well as those that can be allocated on a reasonable basis. Unallocated items comprise mainly income-earning assets and revenue, loans and borrowings and expenses, related assets and expenses. Segment capital expenditure is the total cost incurred during the year to acquire segment assets that are expected to be used for more than one year.

Geographical segments

Segment information in respect of the Group's geographical segments is not presented, as the Group's activities for the year ended 31 December 2021 and 31 December 2020 are primarily related to properties located in Singapore.

31 OPERATING SEGMENTS (continued)

Operating segments

	Retail $'000	Office $'000	Integrated Developments $'000	Group $'000
2021				
Gross revenue	**537,700**	**387,387**	**379,964**	**1,305,051**
Segment net property income	**377,829**	**295,267**	**277,986**	**951,082**
Interest and other income				**6,364**
Investment income				**12,703**
Finance costs				**(189,757)**
Unallocated expenses				**(88,812)**
Share of results (net of tax) of				
– Joint ventures				**140,202**
Net income				**831,782**
Net change in fair value of investment properties	**3,675**	**306,160**	**(39,328)**	**270,507**
Total return for the year before tax				**1,102,289**
Taxation				**(19,224)**
Total return for the year				**1,083,065**
Assets and liabilities				
Segment assets	**7,440,110**	**8,440,690**	**5,977,868**	**21,858,668**
Investment in joint ventures				**320,347**
Equity investments at fair value				**193,168**
Unallocated assets:				
– financial derivatives				**30,879**
– others				**338,788**
				369,667
Total assets				**22,741,850**
Segment liabilities	**175,703**	**181,929**	**118,239**	**475,871**
Unallocated liabilities				
– loans and borrowings				**8,177,277**
– financial derivatives				**32,428**
– others				**360,574**
				8,570,279
Total liabilities				**9,046,150**

31 OPERATING SEGMENTS (continued)

***Operating segments** (continued)*

	Retail $'000	Office $'000	Integrated Developments $'000	Group $'000
2021				
Other segmental information				
Depreciation and amortisation	**351**	**2,479**	**2,033**	**4,863**
Plant and equipment – capital expenditure	**121**	**19**	**149**	**289**
Investment properties – capital expenditure	**17,341**	**52,502**	**16,207**	**86,050**
(Write back)/allowance of doubtful debts	**(543)**	**156**	**(1,561)**	**(1,948)**
Doubtful debts written off	**246**	**36**	**77**	**359**
2020				
Gross revenue	474,316	73,230	197,663	745,209
Segment net property income	317,796	55,484	139,460	512,740
Interest and other income				2,247
Investment income				12,511
Finance costs				(133,431)
Unallocated expenses				(66,665)
Share of results (net of tax) of – Joint ventures				(14,106)
Net income				313,296
Net change in fair value of investment properties	(161,521)	(37,837)	(194,262)	(393,620)
Gain relating to negative goodwill arising from the Merger				430,003
Total return for the year before tax				349,679
Taxation				61
Total return for the year				349,740

31 OPERATING SEGMENTS (continued)

***Operating segments** (continued)*

	Retail $'000	Office $'000	Integrated Developments $'000	Group $'000
2020				
Assets and liabilities				
Segment assets	7,425,120	8,105,009	6,019,557	21,549,686
Investment in joint ventures				508,119
Equity investments at fair value				218,686
Unallocated assets:				
– financial derivatives				37,430
– others				102,457
				139,887
Total assets				22,416,378
Segment liabilities	180,029	173,456	141,122	494,607
Unallocated liabilities				
– loans and borrowings				8,726,245
– financial derivatives				68,962
– others				58,626
				8,853,833
Total liabilities				9,348,440
Other segmental information				
Depreciation and amortisation	383	88	1,853	2,324
Plant and equipment – capital expenditure	458	–	1,048	1,506
Investment properties – capital expenditure	22,383	15,048	8,446	45,877
Allowance of doubtful debts	1,005	109	859	1,973

32 ACQUISITION OF SUBSIDIARY

The Group acquires subsidiaries that own real estate. At the time of acquisition, the Group considers whether each acquisition represents the acquisition of a business or the acquisition of an asset. The Group accounts for an acquisition as a business combination where an integrated set of activities is acquired in addition to the property. Typically, the Group assesses the acquisition as a purchase of business when the strategic management function and the associated processes were purchased along with the underlying property.

In 2020, the Group had the following significant business combination:

Acquisition of subsidiary

On 21 October 2020, the Group acquired 100.0% of the units and voting interests in CCT by way of a trust scheme arrangement ("Trust scheme"), effected in accordance with the Singapore Code on Take-overs and Mergers. Following the acquisition, CCT became a wholly owned subsidiary of the Trust.

Included in the identifiable assets and liabilities acquired at the date of acquisition of CCT are inputs, processes and an organised workforce. The Group has determined that together the acquired inputs and processes significantly contribute to the ability to create revenue. The Group has concluded that the acquired set is a business.

With the acquisition of CCT, the Group's aggregate equity interests in RCS Trust increased from 40.0% to 100.0%. As a result, the Group also consolidated RCS Trust. Prior to the acquisition of CCT, RCS Trust was equity accounted for as joint venture by the Group.

The acquisition is part of the Group's ongoing business development and is in line with the Group's strategy to invest in income producing real estate which are used or substantially used for commercial purposes to achieve an attractive level of return from rental income and for long-term capital growth.

From the date of acquisition to 31 December 2020, CCT, RCS Trust and MSO Trust contributed revenue of $101.5 million and total loss of $56.7 million to the Group's results. If the acquisition had occurred on 1 January 2020, the Manager estimates that consolidated revenue would have been $1,215.6 million and consolidated total loss for the year would have been $946.6 million. In determining these amounts, the Manager has assumed that the fair value adjustments determined provisionally, that arose on the date of acquisition would have been the same if the acquisition had occurred on 1 January 2020.

Purchase consideration

The consideration for the acquisition was $6,311.1 million and was settled as follows:

(i) $1,000.2 million in cash, being 15.8% of the consideration; and

(ii) Allotted and issued 2,780,549,536 units amounting to $5,310.9 million, being the remaining 84.2% of the consideration.

The Group has performed purchase price allocation exercise ("PPA") for the acquisition of CCT Group. Based on the PPA performed, a gain relating to negative goodwill arising from the Merger of $430.0 million was recognised in the Statement of Total Return, as a result of the difference between consideration transferred and the fair value of the assets acquired and liabilities assumed.

32 ACQUISITION OF SUBSIDIARY (continued)

Effects of acquisition

The identifiable assets acquired, liabilities assumed and effect of cash flows are presented as follows:

	2020 Group $'000
Plant and equipment	3,054
Investment properties	11,309,546
Investments in joint ventures	337,994
Loan to joint venture	158,851
Equity investment at fair value	30,265
Financial derivative assets	10,055
Deferred tax asset	10,412
Other non-current asset	44
Trade and other receivables	80,165
Cash and cash equivalents	74,722
Loans and borrowings	(4,165,035)
Financial derivative liabilities	(15,502)
Current tax payable	(7,024)
Trade and other payables	(157,651)
Security deposits	(95,358)
Deferred tax liability	(5,390)
Investment in RCS Trust previously equity accounted for as a joint venture	(797,387)
Net assets	6,771,761
Less: Non-controlling interest	(30,682)
Total identifiable net assets acquired	6,741,079
Gain relating to negative goodwill arising from the Merger	(430,003)
Total purchase consideration	6,311,076
Settlement by way of issuance of new shares	(5,310,850)
Cash of subsidiaries acquired	(74,722)
Net cash outflow on acquisition of subsidiary	925,504

Acquisition-related costs

The Group incurred acquisition-related costs of $10.8 million, which mainly relates to the legal, due diligence, financial advisory service and other professional fees. These costs have been recognised in the Statement of Total Return and presented as 'Transaction costs relating to the Merger'.

32 ACQUISITION OF SUBSIDIARY (continued)

Measurement of fair values

The valuation techniques used for measuring the fair value of material assets acquired and liabilities assumed were as follows:

Assets acquired and liabilities assumed	Valuation Technique
Investment properties	The fair value of investment properties approximate the carrying value of the investment properties as at the date of acquisition. The carrying value of investment properties are supported by the desktop valuations performed by independent professional valuers as at 30 June 2020, adjusted for capital expenditure capitalised from 1 July 2020 to the date of acquisition. The valuation of the investment properties as at 30 June 2020 has been determined using one or more of the following methods: (i) Capitalisation method; (ii) Discounted cash flow method; and/or (iii) Direct comparison method.
Investments in joint ventures	The fair value of investments in non-listed joint ventures were determined based on their respective adjusted net asset values as at the date of acquisition. The fair value of the investment properties held by these joint ventures are supported by the desktop valuations performed by independent professional valuers as at 30 June 2020, adjusted for capital expenditure capitalised from 1 July 2020 to date of acquisition. The fair value of fixed rate medium term notes held by these joint ventures has been determined based on quoted market prices as at the date of acquisition.
Other current assets and liabilities	Other current assets and liabilities include trade and other receivables, cash and cash equivalents, trade and other payables and other current liabilities. The fair value of these assets and liabilities are assessed to approximate the carrying amounts since they are short term in nature.
Loans and borrowings	Loans and borrowings consist of floating and fixed rate term loans and medium term notes. The carrying amount of floating rate loans and borrowings are determined to approximate the fair values as floating rate instruments are re-priced to market interest rates on or near the date of acquisition. The fair value of fixed rate term loans is estimated by discounting expected future principal and interest cash flows at market rates as at the date of acquisition. The fair value of fixed rate medium term notes has been determined based on quoted market prices as at the date of acquisition.

33 COMMITMENTS

	Group		Trust	
	2021	2020	**2021**	2020
	$'000	$'000	**$'000**	$'000
Capital commitments				
– contracted but not provided for	**65,630**	116,434	**7,228**	28,530

On 3 December 2021 and 23 December 2021, the Manager announced the proposed acquisitions of 66 Goulburn Street and 100 Arthur Street and 50.0% interest in 101-103 Miller Street and Greenwood Plaza, Sydney, Australia respectively (the "Proposed Acquisitions"). The total acquisition outlay for the Proposed Acquisitions approximates $821.8 million. The Proposed Acquisitions are expected to be completed in first quarter of 2022, subject to the fulfilment of certain conditions precedent, which include the receipt of approval from the relevant authority.

Operating lease rental receivable

The Group leases out its investment properties. The Group has classified these leases as operating leases, because they do not transfer substantially all of the risks and rewards incidental to the ownership of the assets.

Rental income from investment properties recognised by the Group in FY 2021 was $1,180,743,000 (2020: $671,141,000).

The following table sets out a maturity analysis of lease payments, showing the undiscounted lease payments to be received after the reporting date.

	Group	
	2021	2020
	$'000	$'000
Less than one year	**1,057,955**	1,111,991
One to two years	**775,761**	767,269
Two to three years	**480,174**	476,583
Three to four years	**290,040**	244,377
Four to five years	**208,166**	177,800
More than five years	**1,355,374**	872,996
	4,167,470	3,651,016

34 FINANCIAL RATIOS

	Group	
	2021	2020
	%	%
Expenses to weighted average net assets[1]		
– including performance component of Manager's management fees	**0.68**	0.63
– excluding performance component of Manager's management fees	**0.38**	0.38
Portfolio turnover rate[2]	**–**	–

1 The annualised ratios are computed in accordance with the guidelines of Investment Management Association of Singapore. The expenses used in the computation relate to expenses of the Group, excluding property expenses and finance costs.

2 The annualised ratio is computed based on the lesser of purchases or sales of underlying investment properties of the Group expressed as a percentage of average net asset value.

35 SUBSEQUENT EVENTS

On 24 January 2022, the Manager announced that the Trustee has entered into a sale and purchase agreement in relation to the divestment of JCube which is expected to be completed in first quarter of 2022.

On 18 February 2022, CMT MTN issued HKD900,000,000 2.95% fixed rate notes due 2031 (the "Notes") through its EMTN programme. CMT MTN has entered into cross currency swap transactions to swap the HKD proceeds of the Notes into Singapore dollar proceeds.

The proceeds from the issuance of the Notes will be used by CMT MTN and the Group to finance or refinance, in whole or in part, the Eligible Green Projects (as defined in the pricing supplement of the Notes) undertaken by the Group in accordance with the CICT Green Finance Framework (as defined in the pricing supplement of the Notes).

INTERESTED PERSON TRANSACTIONS

The transactions entered into with interested persons during the financial year, which fall under the Listing Manual of the Singapore Exchange Securities Trading Limited (SGX-ST) and the Property Funds Appendix of the Code on Collective Investment Schemes (excluding transactions less than S$100,000 each), are as follows:

Nature of Interested Persons	Nature of relationship	Aggregate value of all interested person transactions during the financial year under review (excluding transactions less than S$100,000 and transactions conducted under shareholders' mandate pursuant to Rule 920) S$'000	Aggregate value of all interested person transactions during the financial year under review conducted under shareholders' mandate pursuant to Rule 920 (excluding transactions less than S$100,000) S$'000
CapitaLand Investment Limited and its subsidiaries or associates[1]	Controlling shareholder of the Manager and controlling Unitholder, and its subsidiaries and associates		
– Management fees[2]		84,222	–
– Acquisition/Divestment fees[2]		3,204	
– Property management fees and reimbursables, and leasing and marketing fees and accounting fees[2]		116,410	–
– Rental and service income[2]		7,680	–
– General services		101,856	–
Temasek Holdings (Private) Limited and its subsidiaries or associates[3]	Controlling shareholder of the Manager and controlling Unitholder, and its subsidiaries and associates		
– Rental and service income[2]		11,836	–
– General services		13,076	–
– Acquisition of all the units in Acacia Goulburn Trust and Acacia Arthur Trust, which hold the properties located at 66 Goulburn Street and 100 Arthur Street, Sydney, Australia		330,693	–
HSBC Institutional Trust Services (Singapore) Limited	Trustee		
– Trustee fees[2]		2,988	–
– Rental and service income[2]		947	–

1 Following the strategic restructuring of CapitaLand Limited (now known as CapitaLand Group Pte Ltd) and the listing of CapitaLand Investment Limited ("CLI") with effect from 20 September 2021, all transactions entered into with CapitaLand Group Pte Ltd and its subsidiaries or associates (excluding CapitaLand Investment Limited and its subsidiaries or associties) (collectively the "CL Group") shall be aggregated under the Temasek group of companies.

2 This includes CICT's interest in joint ventures.

3 Following the strategic restructuring of CapitaLand Limited (now known as CapitaLand Group Pte Ltd) and the listing of CapitaLand Investment Limited with effect from 20 September 2021, all transactions aggregated under the CLI group of companies shall exclude transactions entered into with the CL Group.

INTERESTED PERSON TRANSACTIONS (continued)

Save as disclosed above, there were no additional interested person transactions (excluding transactions less than S$100,000 each) entered into during the financial year under review.

On 10 February 2004, the SGX-ST had granted a waiver to CapitaLand Mall Trust ("CMT"), now known as CICT , from Rules 905 and 906 of the Listing Manual of the SGX-ST (the "Listing Manual") in relation to, *inter alia*, payments for management fees, payments for acquisition and divestment fees, as well as payments of trustee's fees. Similarly, CapitaLand Commercial Trust ("CCT"), which is now a wholly owned sub-trust of CICT after the merger of CMT and CCT with effect from 21 October 2020, is deemed to have obtained the approval of the unitholders of CCT on 12 April 2004 through the approval of the shareholders of CapitaLand Limited (now known as CapitaLand Group Pte Ltd) (as outlined in CCT's Introductory Document dated 16 March 2004) in relation to payments of asset management fees and acquisition and divestment fees to the manager of CCT as well as payment of trustee fees. Such payments are therefore not included in the aggregate value of interested person transactions as governed by Rules 905 and 906 of the Listing Manual as long as there are no changes to the terms, rates and/or bases for such fees and expenses.

In addition, CCT's property management agreement dated 1 March 2004 entered into between the trustee of CCT, the manager of CCT and the property manager of CCT was subsequently renewed for 5 years commencing 1 March 2014 and another 5 years commencing 1 March 2019. The total property management fees and reimbursements to the property manager for each of the first renewal term of 5 years and the second renewal term of 5 years were aggregated for the purposes of Rules 905 and 906 of the Listing Manual in financial years 2014 and 2019 respectively. Accordingly, such fees and expenses will not be subject to aggregation or further Unitholders' approval requirements under Rules 905 and 906 of the Listing Manual of the SGX-ST, to the extent that there is no subsequent change to the rates and/or bases for such fees and expenses.

Please also see Note 28 on Related Parties in the financial statements.

SUBSCRIPTION OF CICT UNITS

For the financial year ended 31 December 2021, an aggregate of 137,914,224 CICT units were issued and subscribed for. As at 31 December 2021, 6,608,618,340 CICT units were in issue and outstanding.

ADDITIONAL DISCLOSURE FOR OPERATING EXPENSES

The total operating expenses incurred by CICT Group and CICT's proportionate share of operating expenses incurred by its joint ventures amounted to S$452.0 million in 2021, which was equivalent to 3.3% of CICT Group's net asset value as at 31 December 2021. The amount included all fees and charges paid to the Manager and interested parties.

CUSHMAN & WAKEFIELD

Cushman & Wakefield VHS Pte. Ltd.
3 Church Street
#09-03 Samsung Hub
Singapore 049483
Tel +65 6535 3232
Fax +65 6535 1028
cushmanwakefield.com

Company Registration No. 200709839D

12 October 2021

HSBC Institutional Trust Services (Singapore) Limited
(as trustee of CapitaLand Integrated Commercial Trust)
10 Marina Boulevard
Marina Bay Financial Centre
Tower 2 #45-01
Singapore 018983

Attention: SVP, REITs

Dear Sirs,

LETTER OF INDEPENDENT DECLARATION – CAPITALAND INTEGRATED COMMERCIAL TRUST FY ended 31 December 2021

We, Cushman & Wakefield VHS Pte. Ltd, being the Valuer of CapitaLand Integrated Commercial Trust ("CICT") hereby declare and confirm that:

1. We are not a related corporation of or have a relationship with CICT, CapitaLand Integrated Commercial Trust Management Limited, in its capacity as manager of CICT (the "Manager"), HSBC Institutional Trust Services (Singapore) Limited, in its capacity as trustee of CICT, each of the significant holders of CICT, adviser or other party whom the REIT is contracting with;

2. We do not have any pending business transactions, contracts under negotiation or other arrangements with the Manager, adviser or any other party whom the REIT is contracting with that would interfere with our ability to give an independent and professional valuation of the property, and there are no other factors that would interfere with our ability to give an independent and professional valuation of the property;

3. We confirm that we are authorized under the law of the state or country where the valuation takes place to practice as a valuer and issue a valuation report;

4. We confirm that we have the necessary expertise and experience in valuing properties of the type in question and in the relevant area; and

5. All of our directors are persons of good repute and have the necessary experience for the performance of their duties.

Yours faithfully
For and on behalf of
Cushman & Wakefield VHS Pte. Ltd.

Chew May Yenk
Executive Director,
Valuation & Advisory

12 Marina View,
#19-02, Asia Square Tower 2
Singapore 018961
+65 6223 2323

colliers.com/singapore

Colliers International Consultancy & Valuation (Singapore) Pte Ltd
UEN No. 198105965E

12 October 2021

HSBC Institutional Trust Services (Singapore) Limited
(as trustee of CapitaLand Integrated Commercial Trust)
10 Marina Boulevard
Marina Bay Financial Centre
Tower 2 #45-01
Singapore 018983

Attention: SVP, REITs

Dear Sirs,

LETTER OF INDEPENDENT DECLARATION – CAPITALAND INTEGRATED COMMERCIAL TRUST FY ended 31 December 2021

We, Colliers International Consultancy & Valuation (Singapore) Pte Ltd, being the Valuer of CapitaLand Integrated Commercial Trust ("CICT") hereby declare and confirm that:

1. We are not a related corporation of or have a relationship with CICT, CapitaLand Integrated Commercial Trust Management Limited, in its capacity as manager of CICT (the "Manager"), HSBC Institutional Trust Services (Singapore) Limited, in its capacity as trustee of CICT, each of the significant holders of CICT, adviser or other party whom the REIT is contracting with;

2. We do not have any pending business transactions, contracts under negotiation or other arrangements with the Manager, adviser or any other party whom the REIT is contracting with that would interfere with our ability to give an independent and professional valuation of the property, and there are no other factors that would interfere with our ability to give an independent and professional valuation of the property;

3. We confirm that we are authorized under the law of the state or country where the valuation takes place to practice as a valuer and issue a valuation report;

4. We confirm that we have the necessary expertise and experience in valuing properties of the type in question and in the relevant area; and

5. All of our directors are persons of good repute and have the necessary experience for the performance of their duties.

Yours faithfully
For and on behalf of
Colliers International Consultancy & Valuation (Singapore) Pte Ltd

Tan Keng Chiam
Executive Director

Valuation (Land & Building)

12 October 2021

HSBC Institutional Trust Services (Singapore) Limited
(as trustee of CapitaLand Integrated Commercial Trust)
10 Marina Boulevard
Marina Bay Financial Centre
Tower 2 #45-01
Singapore 018983

Attention: SVP, REITs

Dear Sirs,

LETTER OF INDEPENDENT DECLARATION – CAPITALAND INTEGRATED COMMERCIAL TRUST FY ended 31 December 2021

We, Jones Lang LaSalle Property Consultants Pte Ltd, being the Valuer of CapitaLand Integrated Commercial Trust ("CICT") hereby declare and confirm that:

1. We are not a related corporation of or have a relationship with CICT, CapitaLand Integrated Commercial Trust Management Limited, in its capacity as manager of CICT (the "Manager"), HSBC Institutional Trust Services (Singapore) Limited, in its capacity as trustee of CICT, each of the significant holders of CICT, adviser or other party whom the REIT is contracting with;

2. We do not have any pending business transactions, contracts under negotiation or other arrangements with the Manager, adviser or any other party whom the REIT is contracting with that would interfere with our ability to give an independent and professional valuation of the property, and there are no other factors that would interfere with our ability to give an independent and professional valuation of the property;

3. We confirm that we are authorized under the law of the state or country where the valuation takes place to practice as a valuer and issue a valuation report;

4. We confirm that we have the necessary expertise and experience in valuing properties of the type in question and in the relevant area; and

5. All of our directors are persons of good repute and have the necessary experience for the performance of their duties.

Yours faithfully
For and on behalf of
Jones Lang LaSalle Property Consultants Pte Ltd

James Crawford
Head of Valuations, Southeast Asia
JONES LANG LASALLE

Jones Lang LaSalle Property Consultants Pte Ltd
1 Paya Lebar Link #10-08 Paya Lebar Quarter Tower 2 Singapore 408533
tel +65 6971 5688 fax +65 6200 4283

Company Reg No: 198004794D Agency Licence No. L3007326E

HSBC Institutional Trust Services (Singapore) Limited
As Trustee of CapitaLand Integrated Commercial Trust
10 Marina Boulevard #45-01 Marina Bay Financial Centre Tower 2
Singapore 018983

Attention: SVP, REITs

CapitaLand Integrated Commercial Trust Management Limited
As Manager of CapitaLand Integrated Commercial Trust
168 Robinson Road #30-01 Capital Tower
Singapore 068912

Frankfurt/Main, 13.10.2021

Dear Sirs,

LETTER OF INDEPENDENT DECLARATION – CAPITALAND INTEGRATED COMMERCIAL TRUST

1. We, Knight Frank Valuation & Advisory GmbH & Co. KG, being the Valuer of CapitaLand Integrated Commercial Trust ("CICT") hereby declare and confirm that:

2. We are not a related corporation of or have a relationship with the CICT, CapitaLand Integrated Commercial Trust Management Limited, in its capacity as manager of the CICT,(the "Manager"), HSBC Institutional Trust Services (Singapore) Limited in its capacity as trustee of the CICT, each of the significant holders of the CICT, adviser or other party whom the REIT is contracting with;

3. We do not have any pending business transactions, contracts under negotiation or other arrangements with the Manager, adviser or any other party whom the REIT is contracting with that would interfere with our ability to give an independent and professional valuation of the property, and there are no other factors that would interfere with our ability to give an independent and professional valuation of the property;

4. We confirm that we are authorized under the law of the state or country where the valuation takes place to practice as a valuer and issue a valuation report;

5. We confirm that we have the necessary expertise and experience in valuing properties of the type in question and in the relevant area; and

6. All of our directors are persons of good repute and have the necessary experience for the performance of their duties.

Yours faithfully
For and on behalf of
Knight Frank Valuation & Advisory

Knight Frank Valuation & Advisory GmbH & Co. KG
An der Welle 3
60322 Frankfurt a. Main
Tel.: +49 (0)69 556633 0
knightfrank.de

Thorsten Finn
Partner, Director Valuation

Knight Frank Valuation & Advisory GmbH & Co. KG ▪ An der Welle 3 ▪ 60322 ▪ Frankfurt am Main
Sitz: Frankfurt am Main ▪ Amtsgericht Frankfurt am Main HRA 47682
Tel.: +49 (0) 69 55 66 33 0 ▪ Fax: +49 (0) 69 55 11 99 ▪ www.knightfrank.com

12 October 2021

HSBC Institutional Trust Services (Singapore) Limited
(as trustee of CapitaLand Integrated Commercial Trust)
10 Marina Boulevard
Marina Bay Financial Centre
Tower 2 #45-01
Singapore 018983

Attention: SVP, REITs

Dear Sirs,

LETTER OF INDEPENDENT DECLARATION – CAPITALAND INTEGRATED COMMERCIAL TRUST FY ended 31 December 2021

We, Knight Frank Pte Ltd, being the Valuer of CapitaLand Integrated Commercial Trust ("CICT") hereby declare and confirm that:

1. We are not a related corporation of or have a relationship with CICT, CapitaLand Integrated Commercial Trust Management Limited, in its capacity as manager of CICT (the "Manager"), HSBC Institutional Trust Services (Singapore) Limited, in its capacity as trustee of CICT, each of the significant holders of CICT, adviser or other party whom the REIT is contracting with;

2. We do not have any pending business transactions, contracts under negotiation or other arrangements with the Manager, adviser or any other party whom the REIT is contracting with that would interfere with our ability to give an independent and professional valuation of the property, and there are no other factors that would interfere with our ability to give an independent and professional valuation of the property;

3. We confirm that we are authorized under the law of the state or country where the valuation takes place to practice as a valuer and issue a valuation report;

4. We confirm that we have the necessary expertise and experience in valuing properties of the type in question and in the relevant area; and

5. All of our directors are persons of good repute and have the necessary experience for the performance of their duties.

Yours faithfully
Knight Frank Pte Ltd

Low Kin Hon
Deputy Group Managing Director
Head, Valuation & Advisory

Knight Frank Pte Ltd 10 Collyer Quay #08-01 Ocean Financial Centre Singapore 049315
Tel: +65 6222 1333 Fax: +65 6224 5843 Reg.No: 198205243Z CEA Licence No: L3005536J
KnightFrank.com.sg
Other Offices:
Knight Frank Property Asset Management Pte Ltd 160 Paya Lebar Road #05-05 Orion@Paya Lebar Singapore 409022
KF Property Network Pte Ltd 10 Collyer Quay #08-01 Ocean Financial Centre Singapore 049315

savills

12 October 2021

Savills Valuation And
Professional Services (S) Pte Ltd
Reg No: 200402411G

30 Cecil Street
#20-03 Prudential Tower
Singapore 049712

T: (65) 6836 6888
F: (65) 6536 8611

savills.com

HSBC Institutional Trust Services (Singapore) Limited
(as Trustee of CapitaLand Integrated Commercial Trust)
10 Marina Boulevard
Marina Bay Financial Centre
Tower 2 #45-01
Singapore 018983

Attention: SVP, REITs

Dear Sirs,

LETTER OF INDEPENDENT DECLARATION – CAPITALAND INTEGRATED COMMERCIAL TRUST FY ENDED 31 DECEMBER 2021

We, Savills Valuation And Professional Services (S) Pte Ltd, being the Valuer of CapitaLand Integrated Commercial Trust ("CICT") hereby declare and confirm that:

1. We are not a related corporation of or have a relationship with CICT, CapitaLand Integrated Commercial Trust Management Limited, in its capacity as manager of CICT (the "Manager"), HSBC Institutional Trust Services (Singapore) Limited, in its capacity as trustee of CICT, each of the significant holders of CICT, adviser or other party whom the REIT is contracting with;

2. We do not have any pending business transactions, contracts under negotiation or other arrangements with the Manager, adviser or any other party whom the REIT is contracting with that would interfere with our ability to give an independent and professional valuation of the property, and there are no other factors that would interfere with our ability to give an independent and professional valuation of the property;

3. We confirm that we are authorized under the law of the state or country where the valuation takes place to practice as a valuer and issue a valuation report;

4. We confirm that we have the necessary expertise and experience in valuing properties of the type in question and in the relevant area; and

5. All of our directors are persons of good repute and have the necessary experience for the performance of their duties.

Yours faithfully
Savills Valuation & Professional Services (S) Pte Ltd

Cynthia Ng
Managing Director

Statistics of Unitholdings

AS AT 24 FEBRUARY 2022

ISSUED AND FULLY PAID UNITS

6,608,618,340 units (voting rights: 1 vote per unit)
Market Capitalisation S$13,944,184,697 (based on closing unit price of S$2.11 on 24 February 2022)

DISTRIBUTION OF UNITHOLDINGS

SIZE OF UNITHOLDINGS	NO. OF UNITHOLDERS	%	NO. OF UNITS	%
1 – 99	3,449	3.89	135,356	0.00
100 – 1,000	31,377	35.40	15,294,033	0.23
1,001 – 10,000	41,210	46.49	162,876,945	2.47
10,001 – 1,000,000	12,559	14.17	484,633,912	7.33
1,000,001 AND ABOVE	45	0.05	5,945,678,094	89.97
TOTAL	**88,640**	**100.00**	**6,608,618,340**	**100.00**

LOCATION OF UNITHOLDERS

	NO. OF UNITHOLDERS	%	NO. OF UNITS	%
SINGAPORE	85,515	96.48	6,586,129,055	99.66
MALAYSIA	1,960	2.21	12,804,652	0.19
OTHERS	1,165	1.31	9,684,633	0.15
TOTAL	**88,640**	**100.00**	**6,608,618,340**	**100.00**

TWENTY LARGEST UNITHOLDERS

	NAME	NO. OF UNITS	%
1	CITIBANK NOMINEES SINGAPORE PTE LTD	1,405,724,579	21.27
2	HSBC (SINGAPORE) NOMINEES PTE LTD	836,716,374	12.66
3	RAFFLES NOMINEES (PTE.) LIMITED	713,355,086	10.79
4	DBSN SERVICES PTE. LTD.	623,344,750	9.43
5	SBR PRIVATE LIMITED	537,585,792	8.13
6	DBS NOMINEES (PRIVATE) LIMITED	478,059,043	7.23
7	ALBERT COMPLEX PTE LTD	279,300,000	4.23
8	PYRAMEX INVESTMENTS PTE LTD	183,542,567	2.78
9	PREMIER HEALTHCARE SERVICES INTERNATIONAL PTE LTD	156,384,847	2.37
10	E-PAVILION PTE LTD	155,426,214	2.35
11	BPSS NOMINEES SINGAPORE (PTE.) LTD.	131,370,311	1.99
12	CAPITALAND COMMERCIAL TRUST MANAGEMENT LIMITED	124,500,541	1.88
13	UNITED OVERSEAS BANK NOMINEES (PRIVATE) LIMITED	79,948,092	1.21
14	CAPITALAND INTEGRATED COMMERCIAL TRUST MANAGEMENT LIMITED	54,040,196	0.82
15	DB NOMINEES (SINGAPORE) PTE LTD	19,778,482	0.30
16	PHILLIP SECURITIES PTE LTD	19,110,379	0.29
17	OCBC NOMINEES SINGAPORE PRIVATE LIMITED	19,015,934	0.29
18	OCBC SECURITIES PRIVATE LIMITED	14,436,438	0.22
19	IFAST FINANCIAL PTE. LTD.	13,560,908	0.21
20	UOB KAY HIAN PRIVATE LIMITED	11,126,561	0.17
	TOTAL	**5,856,327,094**	**88.62**

DIRECTORS' INTERESTS IN UNITS AND CONVERTIBLE SECURITIES AS AT 21 JANUARY 2022

Based on the Register of Directors' Unitholdings, the interests of the Directors in Units and convertible securities issued by CICT are as follows:

	No. of Units		Contingent Awards of Units[1] under the Manager's	
Name of Director	Direct Interest	Deemed Interest	Performance Unit Plan	Restricted Unit Plan
Teo Swee Lian	20,152	–	–	–
Tony Tan Tee Hieong	358,773	–	0 to 483,442[2]	91,442[3,4] 0 to 140,166[2,4]
Quek Bin Hwee	62,250	–	–	–
Leo Mun Wai	–	–	–	–
Jeann Low Ngiap Jong	9,416	–	–	–
Stephen Lim Beng Lin	–	–	–	–
Jonathan Yap Neng Tong	51,822	69,395	–	–
Lim Cho Pin Andrew Geoffrey	120,896	–	–	–

1 This refers to the number of Units which are the subject of contingent awards granted but not released under the Manager's Performance Unit Plan (PUP) and Restricted Unit Plan (RUP). The final number of Units that will be released could range from 0% to a maximum of 200% of the baseline award under the PUP and from 0% to a maximum of 150% of the baseline award under the RUP.

2 The final number of Units to be released will depend on the achievement of pre-determined targets at the end of the respective performance periods for the PUP and RUP.

3 Being the unvested Units under the RUP.

4 On the final vesting, an additional number of Units of a total value equal to the value of the accumulated distributions which are declared during each of the vesting periods and deemed foregone due to the vesting mechanism of the RUP, will also be released.

SUBSTANTIAL UNITHOLDERS' UNITHOLDINGS AS AT 24 FEBRUARY 2022

Based on the information available to the Manager, as at 24 February 2022, the unitholdings of Substantial Unitholders of CICT are as follows:

Name of Substantial Unitholder	Direct Interest No. of Units	Direct Interest %[1]	Deemed Interest No. of Units	Deemed Interest %[1]
Temasek Holdings (Private) Limited (THPL)[2]	–	–	1,568,875,828	23.73
Tembusu Capital Pte. Ltd. (Tembusu)[3]	–	–	1,563,301,857	23.65
Bartley Investments Pte. Ltd. (Bartley)[4]	–	–	1,491,215,588	22.56
Mawson Peak Holdings Pte. Ltd. (Mawson)[4]	–	–	1,491,215,588	22.56
Glenville Investments Pte. Ltd. (Glenville)[4]	–	–	1,491,215,588	22.56
TJ Holdings (III) Pte. Ltd. (TJ Holdings (III))[4]	–	–	1,491,215,588	22.56
CLA Real Estate Holdings Pte. Ltd. (CLA)[4]	–	–	1,491,215,588	22.56
CapitaLand Group Pte. Ltd. (CL)[5]	29,451	N.M.[6]	1,491,186,137	22.56
CapitaLand Investment Limited (CLI)[7]	–	–	1,491,186,137	22.56
CLI Singapore Pte. Ltd. (CLIS)[8]	–	–	1,312,239,420	19.85
SBR Private Limited (SBR)	537,585,792	8.13	–	–
BlackRock, Inc.[9]	–	–	360,461,032	5.45

1 The percentages are rounded down to the nearest 0.01%.

2 THPL is deemed to have an interest in the unitholdings in which its subsidiaries and associated companies (including but not limited to CLA) have or are deemed to have an interest pursuant to Section 4 of the Securities and Futures Act 2001 (SFA).

3 Tembusu is deemed to have an interest in the unitholdings in which its subsidiaries (including but not limited to CLA) have or are deemed to have an interest pursuant to Section 4 of the SFA.

4 THPL holds 100% of the equity interest in Tembusu, which holds 100% of the equity interest in Bartley, which holds 100% of the equity interest in Mawson, which holds 100% of the equity interest in Glenville, which holds 100% of the equity interest in TJ Holdings (III), which holds 100% of the equity interest in CLA, which holds 100% of the equity interest in CL.
Each of Bartley, Mawson, Glenville, TJ Holdings (III) and CLA is deemed to have an interest in the unitholdings in which CL is deemed to have an interest pursuant to Section 4 of the SFA.

5 CL is deemed to have an interest in the unitholdings that CLI is deemed to have an interest pursuant to Section 4 of the SFA.

6 Not meaningful.

7 CLI is deemed to have an interest in the unitholdings of its indirect wholly owned subsidiaries, namely Pyramex Investments Pte Ltd (PIPL), Albert Complex Pte Ltd (ACPL), Premier Healthcare Services International Pte Ltd (PHSIPL), E-Pavilion Pte. Ltd. (E-Pavilion) and SBR through its direct wholly owned subsidiary, CLIS and its direct wholly owned subsidiaries, namely CapitaLand Integrated Commercial Trust Management Limited (CICTML), CapitaLand Commercial Trust Management Limited (CCTML) and Carmel Plus Pte. Ltd. (Carmel). PIPL holds 183,542,567 Units, ACPL holds 279,300,000 Units, PHSIPL holds 156,384,847 Units, E-Pavilion holds 155,426,214 Units, CICTML holds 54,040,196 Units, CCTML holds 124,500,541 Units and Carmel holds 405,980 Units.

8 CLIS is deemed to have an interest in the unitholdings of its direct wholly owned subsidiaries, namely, PIPL, ACPL, PHSIPL, E-Pavilion and SBR.

9 BlackRock, Inc. is deemed to have an interest in the unitholdings through its subsidiaries of which it has indirect control.

PUBLIC FLOAT

Based on the information made available to the Manager, approximately 71.0% of the Units were held in the hands of the public as at 24 February 2022. Accordingly, Rule 723 of the Listing Manual of the SGX-ST has been complied with.

Corporate Information

CAPITALAND INTEGRATED COMMERCIAL TRUST

Registered Address
HSBC Institutional Trust Services (Singapore) Limited
10 Marina Boulevard
Marina Bay Financial Centre
Tower 2 #48-01
Singapore 018983

Website & Email Address
www.cict.com.sg
ask-us@cict.com.sg

Counter Name
CapLand IntCom T

Stock Code
C38U

Trustee
HSBC Institutional Trust Services (Singapore) Limited
10 Marina Boulevard
Marina Bay Financial Centre
Tower 2 #45-01
Singapore 018983
Tel: (65) 6658 6667

AUDITOR

KPMG LLP
Public Accountants and
Chartered Accountants
16 Raffles Quay
#22-00 Hong Leong Building
Singapore 048581
Tel: (65) 6213 3388
Fax: (65) 6225 0984
Partner-In-Charge:
Koh Wei Peng
(With effect from financial year ended 31 December 2017)

THE MANAGER

Registered Address
CapitaLand Integrated Commercial Trust Management Limited
168 Robinson Road
#30-01 Capital Tower
Singapore 068912
Tel: (65) 6713 2888
Fax: (65) 6713 2999

BOARD OF DIRECTORS

Ms Teo Swee Lian
Chairman & Non-Executive Independent Director

Mr Tony Tan Tee Hieong
Chief Executive Officer & Executive Non-Independent Director

Mrs Quek Bin Hwee
Non-Executive Independent Director

Mr Leo Mun Wai
Non-Executive Independent Director

Ms Jeann Low Ngiap Jong
Non-Executive Independent Director

Mr Stephen Lim Beng Lin
Non-Executive Independent Director

Mr Jonathan Yap Neng Tong
Non-Executive Non-Independent Director

Mr Lim Cho Pin Andrew Geoffrey
Non-Executive Non-Independent Director

AUDIT COMMITTEE

Mrs Quek Bin Hwee (Chairman)
Mr Leo Mun Wai
Ms Jeann Low Ngiap Jong

EXECUTIVE COMMITTEE

Mr Jonathan Yap Neng Tong (Chairman)
Mr Tony Tan Tee Hieong
Mr Lim Cho Pin Andrew Geoffrey

NOMINATING AND REMUNERATION COMMITTEE

Ms Teo Swee Lian (Chairman)
Mr Stephen Lim Beng Lin
Mr Jonathan Yap Neng Tong

COMPANY SECRETARIES

Ms Lee Ju Lin, Audrey
Ms Tee Leng Li

THE PROPERTY MANAGERS

CapitaLand Retail Management Pte Ltd

CapitaLand Commercial Management Pte. Ltd.
168 Robinson Road
#30-01 Capital Tower
Singapore 068912
Tel: (65) 6713 2888

CapitaLand (RCS) Property Management Pte. Ltd.
252 North Bridge Road
#B1-44D Raffles City Shopping Centre
Singapore 179103
Tel: (65) 6338 7766
Fax: (65) 6337 3618

Unit Registrar
Boardroom Corporate & Advisory Services Pte. Ltd.
1 Harbourfront Avenue
Keppel Bay Tower #14-03/07
Singapore 098632
Tel: (65) 6536 5355
Fax: (65) 6536 1360

For CDP securities account opening and update, please contact:
The Central Depository (Pte) Limited
Investor Portal: https://investors.sgx.com
FAQs: https://www.sgx.com/cdp/faq
Email: asksgx@sgx.com
Tel: (65) 6535 7511

This Annual Report to Unitholders may contain forward-looking statements. Forward-looking statement is subject to inherent uncertainties and is based on numerous assumptions. Actual performance, outcomes and results may differ materially from those expressed in forward-looking statements. Representative examples of factors which may cause the actual performance, outcomes and results to differ materially from those in the forward-looking statements include (without limitation) changes in general industry and economic conditions, interest rate trends, cost of capital and capital availability, availability of real estate investment opportunities, competition from other companies, shifts in customers' demands, changes in operating conditions, including employee wages, benefits and training, governmental and public policy changes and the continued availability of financing in the amounts and the terms necessary to support future business. You are cautioned not to place undue reliance on these forward-looking statements, which are based on the current views of management on future events.

CAPITALAND INTEGRATED COMMERCIAL TRUST MANAGEMENT LIMITED
Company Registration Number: 200106159R

168 Robinson Road
#30-01 Capital Tower
Singapore 068912
Tel: +65 6713 2888
Fax: +65 6713 2999
Email: ask-us@cict.com.sg
https://www.cict.com.sg

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