

SUSTAINABILITY APPROACH

REPORTING SCOPE AND PERIOD

Following the merger of CapitaLand Mall Trust (CMT) and CapitaLand Commercial Trust (CCT) which effected on 21 October 2020, CMT was renamed CapitaLand Integrated Commercial Trust (CICT). CICT's portfolio comprises 22 properties in Singapore and two properties in Germany. This report covers CICT's enlarged portfolio for the period 1 January to 31 December 2020. The past years' data have also been restated to show the combined portfolio data of CMT and CCT.

OUR COMMITMENT AND APPROACH

As a CapitaLand-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 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 the FTSE4Good Developed Index, FTSE4Good ASEAN 5 Index, iEdge ESG Leaders Index, iEdge ESG Transparency Index, STOXX® Global ESG Leaders and Global ESG Governance Leaders. Both CMT and CCT achieved the highest 5-star rating in the Global Real Estate Sustainability Benchmark (GRESB) 2020 and have also scored 'A' for public disclosure in the same assessment.

BOARD STATEMENT

CICT places sustainability at the core of what it does. As a responsible REIT, CICT contributes to the environmental and social well-being of the communities where it operates, as it delivers long-term returns to its stakeholders

The Board of the Manager of CICT sets the Trust's risk appetite, which determines the nature and extent of material risks that the Manager of CICT is willing to take to achieve its strategic and business objectives. The risk appetite incorporates ESG factors such as fraud, corruption and bribery, environment, health and safety.

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



CICT is aligned with CapitaLand Group's 2030 Sustainability Master Plan 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.

- › Building portfolio resilience and resource efficiency
- › Enabling thriving and future-adaptive communities
- › Accelerating sustainability innovation and collaboration

SUSTAINABILITY APPROACH

There are five identified pathways to get us there. We will adapt our strategies as technologies evolve and new scientific data becomes available.

1. Integrating 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. Strengthening Innovation and Collaboration to Drive Sustainability

We 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. Leveraging Sustainability Trends and Data Analytics

This allows CapitaLand to track critical performance and progress in water, waste, energy, 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. Monitoring and Reporting To Ensure Transparency

As CapitaLand tracks its sustainability progress, CapitaLand will continue to validate performance by external assurance and align its Global Sustainability Report with international standards.

5. Increasing Stakeholder Engagement and Communication With Key Stakeholder Groups

It is key to build awareness and collectively effect transformational change to achieve our 2030 targets.

PUSH 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), an innovation challenge to enable CapitaLand to accelerate our sustainability efforts and meet our 2030 targets. The CSXC covers seven challenge statements and reflect the key themes and goals in CapitaLand's 2030 Sustainability Master Plan.

In addition, CapitaLand aims to be a leader in sustainable finance and secure S\$6 billion through sustainable finance by 2030. For CICT, we increased the percentage of our sustainability funding with an aggregate of S\$1.25 billion green and sustainability-linked loans.

CAPITALAND DNA

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 (Investors & 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

The CapitaLand Sustainability Council comprises independent board members and CapitaLand Executive Committee (EXCO) members. Chaired by Ms Goh Swee Chen, who is also the president of Global Compact Network Singapore (local chapter of the United Nations Global Compact), the Council is supported by the Group Sustainability Office and various work teams to drive continued progress and improvement in the areas of Environment, Social and Governance (ESG). The work teams comprise representatives from all CapitaLand business units and corporate functions.

Each business unit also has its own Environmental, Health and Safety (EHS) Committee to drive initiatives in countries where they operate with support from various departments. CICT's CEO is the environmental, health and safety (EHS) champion and is accountable for the Trust's EHS performance. CICT's Board is updated regularly on the REIT's sustainability matters.

STRATEGIC SUSTAINABILITY MANAGEMENT STRUCTURE



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.

We also engage our stakeholders regularly through various programmes and channels 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.

Through these channels, we identified key areas deemed material to our business and operations. These areas are prioritised based on the likelihood and potential impact of issues affecting business continuity and development. For external stakeholders, we give priority to issues important to the society and applicable to CICT. The material topics and boundaries are summarised on page 188.

PRIORITISATION OF ESG MATERIAL ISSUES






Environment	Social/Labour Practices	Governance
Critical		
<ul style="list-style-type: none"> › Energy efficiency › Climate change and emissions reduction › Water management 	<ul style="list-style-type: none"> › Occupational health & safety › Employment › Stakeholder engagement › Supply chain management 	<ul style="list-style-type: none"> › Compliance › Business ethics › Products and services*
Moderate and emerging		
<ul style="list-style-type: none"> › Building materials › Construction and operational waste › Biodiversity 	<ul style="list-style-type: none"> › Diversity › Human rights 	

* This includes customer health and safety.

SUSTAINABILITY APPROACH**BUSINESS MODEL AND VALUE CREATION STRATEGY**



SUSTAINABILITY APPROACH

Value Creation Strategy				
 Organic Growth	 AEIs and Redevelopment	 Acquisition	 Portfolio Reconstitution	 Prudent Cost and Capital Management
<ul style="list-style-type: none"> › Driving occupancy and rents › Harnessing evolving synergies between retail and office › Unifying digital platforms to enhance analytics capability and generate higher quality insights › Enhancing tenant stickiness 	<ul style="list-style-type: none"> › Achieving the highest and best use for properties › Repositioning or repurposing single use assets in line with changing real estate trends and consumers' preferences › Redeveloping properties from single use to integrated projects 	<ul style="list-style-type: none"> › Investing through property market cycles and across geographies › Seeking opportunities from both third parties and CapitaLand Limited 	<ul style="list-style-type: none"> › Undertaking appropriate divestment of assets that have reached their optimal life cycle › Redeploying divestment proceeds into higher yielding properties or other growth opportunities 	<ul style="list-style-type: none"> › Procuring services in bulk and optimising supply chain to generate operational cost savings › Optimising aggregate leverage and financing costs › Managing foreign exchange risks › Tapping on a wider range of financing options, including sustainable finance to diversify funding sources and manage cost of debt

OBJECTIVES FOR CONTINUED SUCCESS

The Trust maintains differentiated investment objectives for each property type within its portfolio to ensure the competitiveness and optimum value of its portfolio.





















The Trust aims to ensure that its suburban and downtown malls remain attractive destinations for experiences, online and offline shopping and communities. This will be achieved by leveraging technology and the CapitaStar ecosystem, curating the right tenant mix and ensuring the malls' relevance to the shoppers and other stakeholders. In the mid to long term, financial performance and asset value will be augmented.

With its Grade A and prime office buildings, the Trust aims to drive financial performance and consolidate the standing of these properties as the preferred office locations in the CBD. This will be achieved by leveraging technology to improve on customer experience and managing our properties in an efficient and environmentally sustainable manner.

Likewise, the Trust aims to enhance the financial returns from its strategically located Integrated Developments. This will be achieved by leveraging the sustainable work-live-play ecosystems within the developments while curating comprehensive and complementary offerings for tenants and consumers.

ALIGNMENT TO UNITED NATIONS SUSTAINABLE DEVELOPMENT GOALS (UN SDGs)

We have mapped our ESG issues and main efforts 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.

Our Resources	What We Do	Material Issues	UN SDGs
 Financial	<ul style="list-style-type: none"> › We generate operating income from our portfolio, leverage a mix of debt, equity and sustainable financing to invest in our assets or grow our portfolio › We proactively manage our portfolio by disciplined execution of the various value drivers for our assets 		
 Organisational	<ul style="list-style-type: none"> › We uphold the highest standards of governance and accountability › We adopt consistent, equitable and fair labour policies and practices, and strive to deepen the talent pool through training and learning opportunities to develop a high performance work environment 	<ul style="list-style-type: none"> › Compliance › Business ethics › Stakeholder engagement › Employment › Diversity › Human rights 	 
 Properties	<ul style="list-style-type: none"> › We actively manage and build environmentally sustainable assets through proactive asset management and enhancements to create safe, accessible and quality spaces › We leverage technology to innovate, improve processes and create new offerings for our stakeholders 	<ul style="list-style-type: none"> › Products and services (include customer health and safety) 	 
 Environment	<ul style="list-style-type: none"> › We consciously manage our portfolio and strive to achieve more efficient resource management to minimise our environment impact › We are committed to providing a safe and healthy environment at CICT properties for all stakeholders 	<ul style="list-style-type: none"> › Energy efficiency › Climate change and emissions reduction › Water management › Building materials › Construction and operational waste › Biodiversity › Stakeholder engagement › Occupational health & safety › Supply chain management 	    
 Stakeholders & Communities	<ul style="list-style-type: none"> › We invest in the communities we operate in, to encourage connectivity, inclusivity and build vibrant, thriving communities › We actively engage our stakeholders to build strong relationships and lasting partnerships 	<ul style="list-style-type: none"> › Stakeholder engagement › Products and services (include customer health and safety) 	     

ENVIRONMENT

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	2020 Value Created
Environment	<ul style="list-style-type: none"> › Manage resources efficiently › Upkeep green buildings (climate resilience) › Ensure health & safety of stakeholders 	<ul style="list-style-type: none"> › CapitaLand established new carbon emissions reduction targets approved by the Science Based Targets initiative (SBTi) for a 'well-below 2°C' scenario and CICT to align to new 2030 targets › 52.8% reduction¹ in carbon emission intensity › 35.7% reduction¹ in energy intensity › 42.9% reduction¹ in water intensity › 96% of CICT's portfolio achieved green rating › Refer to OHS Performance on pages 157-159

Policy & Objectives

- › Identify and respond to climate change risks
- › Reduce energy consumption
- › Reduce water consumption, encourage use of recycled water and rainwater harvesting
- › Manage waste through construction efficiency and encourage recycling
- › Manage biodiversity to contribute positively to the natural environment
- › Engage stakeholders to make a difference

Accountability

- › BU CEOs are Environment, Health and Safety (EHS) Champions
- › Use of the ISO 14001-certified Environmental Management System (EMS) ensures accountability of relevant managers and all staff
- › Setting performance targets linked to remuneration for staff, and monitoring energy and water usage, waste generation and carbon emissions performance through the Environmental Tracking System (ETS)

Approach & Implementation

Environmental Management System (EMS)

- › Legal compliance
- › Identify environmental aspects and manage impact
- › Sustainable Building Guidelines – including Environmental Impact Assessment and stakeholder consultation to ensure holistic incorporation of environmental considerations throughout our properties' life cycles
- › Appoint ISO 14001-certified main contractors or conduct EMS legal compliance on site
- › Green 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

MANAGING OUR ENVIRONMENTAL FOOTPRINT

CapitaLand's Environmental Management System (EMS) is a key tool in managing CICT's environmental footprint across our portfolio. This EMS, together with CapitaLand's Occupational, Health and Safety Management System (OHSMS) are integrated as CapitaLand's Environmental, Health and Safety

Management System (EHSMS) that complies with ISO 14001 and OHSAS 18001 standards. ISO 14001 and OHSAS 18001 are internationally recognised standards for the environmental management of businesses and occupational health and safety management of businesses respectively.

¹ Compared to base year 2008

ENVIRONMENT

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.

Risk Management of Environmental Aspects and Impact

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. Climate change risks and opportunities are also identified and mitigated through CICT's ERM framework and the externally certified ISO14001 Environmental Management System.

Training and Awareness Programmes

Employees attend training and awareness programmes to facilitate effective implementation of CapitaLand's EHSMS. In 2020, 18.5% of employees attended EHS-related training, clocking over 1,750 training hours. New employees are introduced to CapitaLand's EHS policy and EHSMS.

Our efforts in addressing environmental issues extend beyond the Trust to our stakeholders. To drive greater awareness on sustainability, we engage with our tenants, service providers and the authorities as partners to foster a strong culture of sustainability aimed at benefiting the environment and the economy.

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.

SUSTAINABLE DEVELOPMENTS AND ASSETS

CapitaLand Sustainable Building Guidelines

CICT refers to CapitaLand's Sustainable Building Guidelines (SBG), an in-house guide developed since 2007, for guidance on incorporating environmental considerations throughout 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.

Specifically, the SBG emphasise four main goals – reducing carbon footprint and energy consumption, enhancing water management, minimising waste generation and promoting biodiversity – and offer a structured process where the respective persons-in-charge are accountable.

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 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.

Environmental Impact Assessment

A key component of the SBG is the Environmental Impact Assessment (EIA) which is conducted during the feasibility stage of a development project. Significant findings of the EIA and their cost implications, if any, are incorporated in the investment paper and submitted to the Board of Directors for approval.

The EIA identifies environmental threats and opportunities related to the project site and its surroundings, covering 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 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 in support of the Singapore government's Green Building Master Plan. 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).

Property	Award Category	Year of Award/Renewal
Retail		
Bedok Mall	BCA Green Mark Platinum	2017 ¹
Bugis+	BCA Green Mark Platinum	2020
Bugis Junction	BCA Green Mark Platinum	2017 ¹
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	2017 ¹
Lot One Shoppers' Mall	BCA Green Mark Gold	2020
Tampines Mall	BCA Green Mark Gold	2019
Westgate	BCA Green Mark Platinum	2018
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 (under development)	BCA Green Mark Platinum	2018
Office		
Asia Square Tower 2	BCA Green Mark Platinum	2021
	LEED Shell & Core Platinum	2014
CapitaGreen	BCA Green Mark Platinum	2018
Capital Tower	BCA Green Mark Pearl	2018
	BCA Green Mark Platinum	2020
Six Battery Road	BCA Green Mark Platinum	2017 ¹
21 Collyer Quay	BCA Green Mark Platinum	2020
One George Street	BCA Green Mark Gold ^{PLUS}	2018
Gallileo, Germany	LEED Building Operations and Maintenance: Existing Buildings Gold	2020
Main Airport Center, Germany	-	-

1 Renewal of certification in progress

ENVIRONMENT

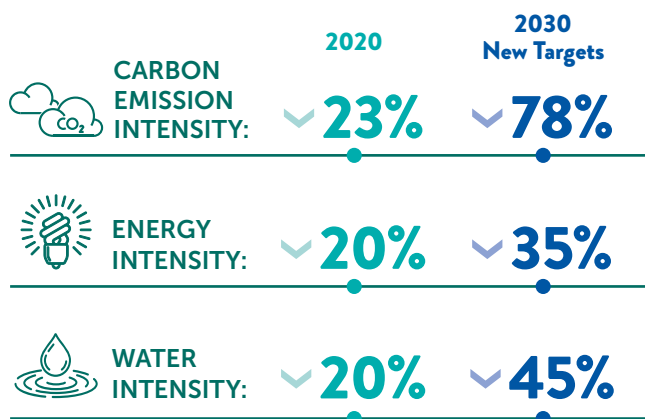
OPERATIONAL EFFICIENCY

At CICT, the usage of environmental resources 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 CICT 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 which forms part of the CapitaLand's 2030 Sustainability Master Plan that outlines the targets and pathways for our transition 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 operations efficiency improvements.

Using 2008 as base year:



Reporting Scope

The global COVID-19 pandemic resulted in lockdowns across cities and work-from-home as the default mode of operation in 2020. In Singapore, a circuit breaker was imposed from April to June 2020 where only essential services were allowed to operate. Safe management measures were also put in place in view of the pandemic to limit capacity of people at our properties. This impacted the footfall and physical occupancy in the malls and offices, resulting in the lower consumption of energy and water in 2020. A similar trend was observed in Frankfurt, Germany. The 2020 data is an anomaly compared to the normal operational performance.

2018¹ and 2019² data has been restated to combine the operating assets of CCT and CMT. In 2020³, CICT's Singapore operating properties comprise 22 properties across retail, office and integrated developments and CapitaSpring which is an asset under development. Of the 2020 operating properties, Bugis Village was managed by the Trust from January to March 2020 until the one-year lease with the State ended. 21 Collyer Quay was managed by a third party until April 2020 and commenced upgrading works thereafter. Hence, 21 Collyer Quay only reported consumption data from May to December 2020.

The German assets, Gallileo and Main Airport Center are third-party managed. They reported consumption data from January to November 2020. December 2020 data was not available as at time of reporting and was excluded.

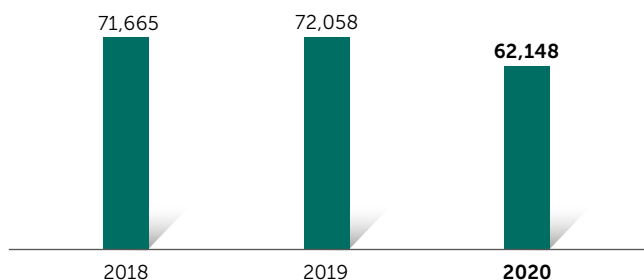
As the targets are relative to base year of 2008, the baseline has also been updated to combine the portfolios of CCT and CMT.

All intensity data⁴ excluded assets under stabilisation or assets that do not have the full year consumption data for the reporting year.

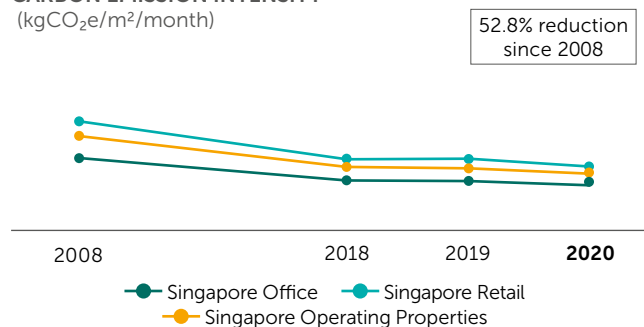
- Operating properties for 2018 include **Retail**: Bedok Mall, Bugis Junction, Bugis+, Bukit Panjang Plaza, Clarke Quay, IMM Building, JCube, Junction 8, Lot 1 Shoppers' Mall, Plaza Singapura, Raffles City Singapore, Sembawang Shopping Centre (up to completion of divestment), Tampines Mall, The Atrium@Orchard and Westgate; and **Office**: Asia Square Tower 2, Capital Tower, CapitaGreen, Six Battery Road, One George Street, Raffles City Tower (office), Twenty Anson (up to completion of divestment) and Bugis Village. CapitaSpring was reported as an asset under development.
- 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.
- 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. German operating properties are reported separately.
- 2018 intensities included all Singapore operating properties except Sembawang Shopping Centre and Twenty Anson which were divested in June 2018 and August 2018 respectively, and Asia Square Tower 2 which was on its first year of stabilisation. 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 and Asia Square Tower 2's district cooling consumption. CapitaSpring, an asset under development, has been excluded in all intensities calculation.

Carbon Emissions

CARBON EMISSIONS (tonnes CO₂e)



CARBON EMISSION INTENSITY (kgCO₂e/m²/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 (GHG) from our properties.

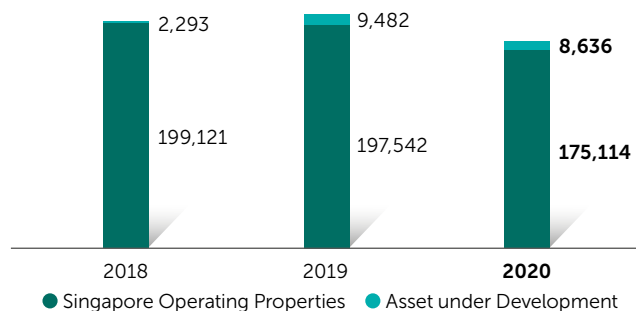
Scope 2 emissions in 2020 from purchased energy consumption was 62,148 tonnes. This is a 13.8% reduction from the 2019 restated data of 72,058 tonnes based on the combined portfolio.

Scope 3 emissions from a project under development and business travel via air by CCT and CMT employees in FY 2020 was 3,376 tonnes, contributing about 5.2% of total overall carbon emissions.

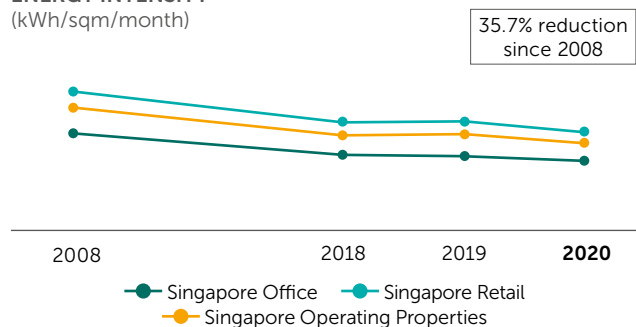
For 2020, carbon emission intensity for the Singapore operating properties declined to 4.29 kgCO₂e/m², representing a 52.8% reduction compared to base year 2008. This reduction exceeded the FY 2020 target of 23%.

Energy

ENERGY CONSUMPTION ('000 kWh)



ENERGY INTENSITY (kWh/sqm/month)



In 2020, around 175,114,000 kilowatt hours (kWh) was consumed across the Singapore operating properties, and about 8,636,000 kWh for CapitaSpring, a project under development which used diesel and generator sets for its energy requirements. The overall energy usage was 11.2% lower year-on-year largely attributable to the decreased business activities due to the pandemic.

We achieved an energy intensity reduction of 35.7% compared to base year 2008 for Singapore operating properties, higher than the FY 2020 target of 20%.

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 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.

The German assets reported a total energy consumption of about 11,024,000 kWh including renewable energy and district heating from January to November 2020.

ENVIRONMENT

Renewable Energy

CICT has more than 1,700 m² of solar panels at Bedok Mall, Bugis Junction, JCube, and Asia Square Tower 2. These solar panels have helped our properties to tap around 131,500 kWh of renewable energy source.

CICT continues to implement various energy and water conservation measures which focus on regular maintenance and innovation to achieve operational savings. The measures are listed in the tables below.

ENERGY CONSERVATION MEASURES

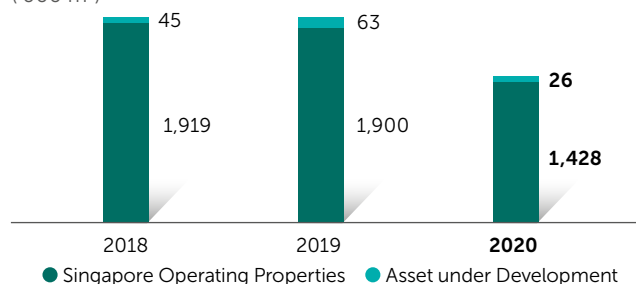
Focus	Measures
Central Air Conditioning System	<ul style="list-style-type: none"> ➤ Installed with Measurement & Verification (M&V) System to monitor system performance daily ➤ Perform preventive and periodic servicing and maintenance ➤ Auto tube-cleaning system ➤ Conduct energy audit periodically
Lighting	<ul style="list-style-type: none"> ➤ Replacing existing non-LED type with LED type ➤ Lighting power budget of not more than 22 Watts per m² for tenanted areas
Control, Metering and Monitoring	<ul style="list-style-type: none"> ➤ Building Management System ➤ Sub-metering
Renewable Energy	<ul style="list-style-type: none"> ➤ Photovoltaic (PV) system
Equipment	<ul style="list-style-type: none"> ➤ Replace equipment with higher efficiencies

WATER CONSERVATION EFFORTS

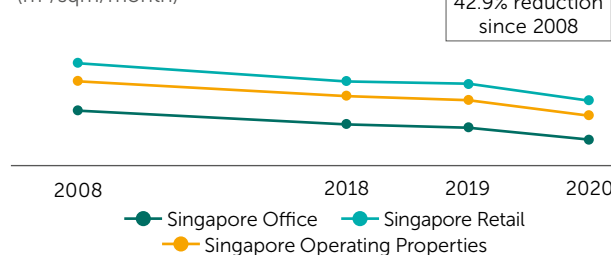
Focus	Measures
Control, Metering and Monitoring	<ul style="list-style-type: none"> ➤ Install digital water meters for leakage detection and automatic meter readings in malls ➤ To monitor water usage system ➤ Conduct technical assessment periodically
Equipment	<ul style="list-style-type: none"> ➤ Replace equipment with higher efficiencies
Rainwater Harvesting	<ul style="list-style-type: none"> ➤ Reuse of storm water in some properties

Water

WATER CONSUMPTION ('000 m³)



WATER INTENSITY (m³/sqm/month)



The main water source for CICT's portfolio is from Public Utilities Board (PUB), Singapore's national water agency.

In 2020, CICT's total water consumption (including recycled water) amounted to around 1,428,000 m³ from the Singapore operating properties and CapitaSpring, a project under construction. The 26.0% drop year-on-year was largely attributable to decreased business activities due to the pandemic.

As a result, CICT's operating properties reported lower water intensity. A 42.9% savings in water intensity was achieved compared to the base year 2008 and the savings was above the FY 2020 target of 20%.

To reduce water consumption, we also utilised NEWater in the cooling towers and sprinkler systems at selected properties in Singapore. Five office properties, including Raffles City Tower, used about 141,000 m³ of NEWater or 9.9% of the total water consumption in 2020.

For properties with storage tanks, rainwater is harvested for plant irrigation and hi-jetting of car park decks and ramps, amongst other uses. The malls (Bedok Mall, Clarke Quay, IMM Building, JCube, Plaza Singapura, Tampines Mall, Westgate, Raffles City Singapore) utilised recycled water of about 424,000 m³ or 29.7% of the total amount of water used in 2020. 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 around 22,000 m³ of water consumption from January to November 2020.

Waste Management

CICT is committed to the proper disposal of waste generated at our properties. We consolidated waste data for 20 Singapore operating properties in 2020 comprising all Singapore operating retail malls and office buildings. The collection and disposal of waste at these properties are being carried out by licensed contractors for recyclable waste.

About 18,660 tonnes of non-recyclable waste and 1,780 tonnes of recyclable waste were collected in 2020. Recyclable waste comprised approximately 1,700 tonnes of paper, 33 tonnes of plastic, 40 tonnes of metal, 8 tonnes of glass and 0.4 tonnes of other materials.

At CICT, we encourage and support our stakeholders' waste recycling efforts, by placing recycling bins in our operational properties.

In our continuing partnership with StarHub for retail malls and Cimelia Resource Recovery for office properties for the collection and management of electronic waste, a

total of 4.9 tonnes was collected in 2020 (FY 2019: 25.4 tonnes) from our Singapore operating properties.

For the period of January to November 2020, Gallileo and Main Airport Center recorded around 170 tonnes of waste, of which around 150 tonnes of waste were recycled.

Occupational Health and Safety

Occupational health and safety (OHS) of our stakeholders are of utmost importance. An effective OHS management system is part of risk management and is deemed to enhance productivity, morale and well-being.

CICT adopts CapitaLand's Occupational Health and Safety Management System (OHSMS) which is accredited to the international OHSAS 18001 OHS Management System. The framework involves identifying and reviewing OHS hazards, assessing their risks, establishing policies, ensuring accountability, developing action plans and engaging stakeholders.

OCCUPATIONAL HEALTH AND SAFETY

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 OHSAS 18001 OHS Management System secures the accountability of relevant managers and staff KPIs linked to remuneration of all staff:
 - OHS performance of staff
 - 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/ International Organization for Standardization (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

ENVIRONMENT

Stakeholders	Approach	As at 31 December 2020
Employees	<ul style="list-style-type: none"> › 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. › The Manager and Property Managers have instituted a series of SOPs to respond to epidemic/pandemic outbreaks, including a 24 hours emergency response team. › The HR department regularly updates employees about medical advice and travel alerts where necessary. 	<ul style="list-style-type: none"> › Absentee rate of 6.0 days. › Seven reported work-related injuries. Remedial actions were taken to ensure precautionary measures are in place to prevent future incidents. All affected employees have recovered and returned to work. › No work-related fatalities were reported. › 27.2% of employees attended ESG related training courses including 18.5% of employees who attended EHS-related training › No breach of local OHS laws and regulations.
Suppliers – vendors and service providers	<ul style="list-style-type: none"> › CapitaLand's contractor management guidelines require the supply chain vendors 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 the areas of legal compliance, anti-corruption, human rights, health and safety, as well as environmental management. 	<ul style="list-style-type: none"> › Preference is given to OHSAS 18001-certified vendors, suppliers and service providers. › Non-OHSAS 18001-certified vendors, suppliers and service providers are encouraged to achieve bizSAFE Level 3 certification and above. › All cleaning contractors at our properties are OHSAS 18001-certified. › 96.3% of CICT's term contractors was minimally bizSAFE Level 3 and above. › Worked with term contractors to use green-labelled cleaning and servicing products across CICT properties.
Customers – shoppers, tenants and visitors	<ul style="list-style-type: none"> › 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 & advisories on safe management measures serve as an effective communication tool to disseminate vital information. 	<ul style="list-style-type: none"> › Biannual evacuation drills were exempted and only virtual briefings were held for fire wardens in 2020 due to the pandemic. › Deployment of thermal cameras for temperature screening at our properties › Implementation of technologies such as anti-microbial coating, UV disinfection robots at Tampines Mall and Funan, automatic escalator handrail disinfection, and air disinfection system using PhotoPlasma.

SAFEGUARDING OUR STAKEHOLDERS

Following the DORSCON Orange announcement in February 2020, our malls and offices swiftly complied with the government's regulations for safe distancing and contact tracing. Ensuring the safety of our shoppers and tenants remains a key priority. With the gradual reopening of business activities, our operations team continues to enhance the safety measures across our properties, including:

- 1. Anti-Microbial Coating Technology** applied on all high-touch surfaces for all malls and offices. Treated surfaces can guard against bacteria and virus for up to six months, compared with general cleaning and disinfection which is effective only at the point of application. Complementing the anti-microbial coating, the frequency of cleaning and disinfection at our properties will also be increased. Hand sanitisers are provided in all public areas. Manual water taps at some property common areas have also been replaced with sensor operated taps.
- 2. Protective acrylic screens** installed at concierges and tenant service centres to safeguard visitors and staff during face-to-face interactions.
- 3. Autonomous UV Disinfection Robots** are deployed daily at Tampines Mall and Funan to conduct disinfection of high shopper traffic floors.
- 4. Disinfection Floor Mats** installed at 43 mall entrances where disinfection solution will be poured over the floormats, allowing shoppers' soles to be cleaned and dried when they step on runner mats as they enter the malls.
- 5. PhotoPlasma Air Disinfection System** fitted into passenger lifts at all malls. This technology will energise atmospheric air into a plasma state, in turn eliminating air-borne and surface microorganisms such as virus and bacteria. In addition, building facilities such as air-conditioning systems, cooling towers, water tanks and pipes will also undergo regular purging and flushing to ensure good air and water quality.
- 6. Temperature screening, contact tracing and safe distancing** in line with guidance from authorities were implemented. Thermal scanners are deployed to expedite access into our office buildings and shopping malls. To facilitate the one-metre social distancing regulations, directional floor markings were placed at shop entrances, lift lobbies and walkways to prevent crowding and bottlenecks.
- 7. Emergency response plans** are in place where isolation rooms with pre-determined access routes in our properties identified, to minimise contact in the event of suspected COVID-19 cases.



Deployment of thermal scanners for temperature screening and disinfection floor mats at mall entrances.



Fitting PhotoPlasma Air Disinfection System into passenger lifts

Scan QR codes below to view the retail and office experience amidst safe management measures.



Capital Tower



CapitaGreen



Plaza Singapura &
The Atrium@Orchard



Bedok Mall

STAKEHOLDERS AND COMMUNITIES

A key pillar in CICT's sustainability focus is our ability to create value for our stakeholders. Stakeholders are those who are most directly impacted by, or have most direct impact on our operations. Our stakeholders comprise shoppers, tenants, communities, investors, employees, and suppliers. We endeavour to develop strong stakeholder relationships by actively engaging with the various groups, and being attuned to the

issues that matter to each group. Our ultimate goal is to work with relevant stakeholder groups to address issues and/or derive solutions that benefit stakeholders in our community. To engage our stakeholders in line with safe management measures arising from the pandemic, we adopted more engagement channels such as virtual platforms. On-site meetings and events were also limited in 2020.

Our Resources	Our Value Drivers	2020 Value Created
Stakeholders & Communities	<ul style="list-style-type: none"> › Regular stakeholder engagement › Positive customer experience 	<ul style="list-style-type: none"> › Regular community engagement activities and mall promotions › Collaboration with CapitaLand Hope Foundation to raise a total of S\$58,665 for the adopted beneficiary, Rainbow Centre Singapore › 1,851.5 volunteer hours clocked in 2020 › Reverse vending machines at our malls collected more than 287,000 drink containers for recycling as at end-2020 › Partnerships/collaboration with tenants, suppliers and social enterprises for various activities/product offerings › 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, are aligned with the guidelines set by CapitaLand. The Trust collaborates with CapitaLand Hope Foundation (CHF), the philanthropic arm of CapitaLand, to support the social growth and development of vulnerable children in the areas of 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.

The Trust communicates its community and sustainability initiatives to its stakeholders, and invites 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 international non-profit organisation for each employee who fully utilised three days of VSL within the year.

In 2020, 21.5% of employees have volunteered generously towards community and social causes, putting in a total of 1,851.5 volunteer hours. The commitment level varies with the number of activities held each year, the length of time involved for each event and when they are held.

STAKEHOLDER GROUP

**SHOPPERS**

To understand our shoppers' needs and improve the appeal of our malls

Engagement Channels

- › Marketing and promotional events
- › Loyalty programmes
- › Online and mobile platforms
- › Social media
- › Shopper interview

Focus Areas

- › Quality and well-managed shopping malls
- › Ensuring environment, 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 Green Mark certified buildings
- › Keep buildings relevant through proactive portfolio reconstitution and create an attractive tenant mix
- › Leverage technology and digital platforms such as CapitaStar ecosystem with Capita3eats and eCapitaMalls to build loyalty and tap on ecommerce trend
- › 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) serve 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
- › Ensuring environment, health and safety measures in properties
- › Share knowledge and keep abreast of market trends
- › Enhance operational efficiency
- › Positive customer experience
- › Vibrant communities

Response

- › Maintain efficient Green Mark certified buildings
- › Keep buildings relevant through an active portfolio reconstitution strategy
- › Leverage technology to enhance product and service offerings and build tenant loyalty
- › Regular tenant engagement 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

- › Collaboration with CHF to contribute to non-profit organisations
- › Management of ESG issues
- › Corporate social responsibility programmes
- › Senior Managing Director, Operations, CapitaLand Singapore and Head, Operations Management (Business parks & Commercial) are members of various taskforce teams and committees in the Building and Construction Authority and Ministry of Manpower
- › 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
- › Ensuring environment, health and safety measures in properties

Response

- › Commitment to pursue green rating for properties in portfolio
- › An employee has three days of volunteer leave
- › Participation in community programmes with social/charity objectives
- › Raised S\$58,665 for Rainbow Centre through Gifts of Joy - The Essentials Edition in collaboration with CHF
- › Partnered government/ national agencies and tenants to promote sustainability and healthy living through Live It Up!

STAKEHOLDERS AND COMMUNITIES

**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

- › Proactive portfolio and asset management
- › Proactive capital management
- › Strong corporate governance
- › Disciplined approach to acquisitions and divestments for value creation
- › Seek investor feedback during or after investor meetings and teleconferences
- › Committed to annual sustainability reporting
- › Participate in GRESB's annual sustainability 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

- › Communicate business strategies and developments
- › Reward and recognition
- › Training and development
- › Work-life balance, employee welfare, health and well-being

Response

- › Financial performance, target performance indicators, business strategy and employee engagement plan are shared at communication sessions
- › Annual performance assessment for managers and direct reports 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

**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:
 - › CapitalLand's EHS Policy
 - › Standard operating procedures, contractor management guidelines and house rules for compliance

Focus Areas

- › Fair and reasonable treatment
- › Ensure alignment with EHS objectives and OHS practices

Response

- › Feedback system to recognise supply chain for exceeding standards in design and quality
- › Collaborate to manage EHS challenges such as an epidemic outbreak
- › Quarterly EHS monitoring and reporting
- › Half-yearly term contractor/vendor evaluation system including events, meetings and training sessions
- › CapitalLand Supply Chain Code of Conduct initiative sets out the requirements for its supply chain in the areas of legal compliance, anticorruption, human rights, health and safety, as well as environmental management
- › 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. In response to the pandemic outbreak during the year, the retail

campaigns to strengthen brand affinity of our malls, and physical activities for our tenant engagement programmes had to be safely and responsibly organised. In spite of the challenges, the team implemented a wide variety of events for our retail and office communities. Most engagement events took on a virtual format to draw communities closer, despite being physically apart.

Initiatives	Stakeholders					Objective Met				
	Shoppers	Tenants	Employees	Supply chain	Community	Raising Awareness & Knowledge Sharing	Environment Health and Safety	Health & Wellness	Volunteerism and Charity	Enhanced Customer experience
Retail Promotions										
Portfolio-wide										
- CapitaLand&You										
- Largest LEGO® Festive Carnival in Southeast Asia	●	●			●					●
- Fashion Friday										
CapitaStar Shoppertainment	●	●								●
Funan G.O.A.T	●	●								●
Mall-centric Promotions										
14 events	●	●								●
Office Activities										
Tenants' Treats		●		●						●
Lease Anniversary Gifts		●		●						●
CapitaLand Wellness Wednesday			●			●		●		
Earth Hour	●	●				●	●			
Community Activities										
#BYOBclean - Free Hand Sanitiser	●	●	●		●	●	●		●	●
Safer Dining with Table Shields	●	●			●	●	●			●
Break the (Work from Home) Circuit Challenge		●			●	●		●		●
CapitaSpring Colouring contest		●			●	●		●		●
Gifts of Joy – The Essentials Edition		●	●		●	●	●		●	●
CApp EZ Challenge (for CapitaStar@Work)		●			●	●				●
National Day Sticker Scramble on Instagram		●			●					●
Live It Up!		●	●		●	●	●	●		●
CapitaLand #MealOnMe	●	●	●		●	●	●		●	
#CareKitWithLove			●		●	●	●		●	
E-Waste collection and management	●	●	●	●	●	●	●			●
NEA Reverse Vending Machines	●	●		●	●	●	●			●

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.

STAKEHOLDERS AND COMMUNITIES

LEVERAGING CAPITASTAR'S ECOSYSTEM

Strengthening our Retail Ecosystem Through Phygital Engagements with CapitaStar

A REFRESHED
CAPITASTAR

More than
1.1 million

CapitaStar Members

Approximately
4.2 million

Monthly Traffic

LAUNCH OF
ECAPITAMALL
AND CAPITA3EATS

More than
550 brands

Onboard

15X Growth
in Gross
Merchandise Value
since launch in June 2020

The CapitaStar platform is the main digital enabler of CapitaLand's new retail ecosystem. CapitaLand has been progressively expanding its capabilities, evolving it from a traditional loyalty programme into a dynamic omnichannel shopping and lifestyle rewards platform, where shoppers earn cashback in the form of STAR\$® when they dine and shop across CapitaLand malls and online at eCapitaMall and Capita3Eats.

Key features on the CapitaStar App include seamless digital payments through eCapitaVoucher, where CapitaStar members can purchase, gift and use eCapitaVouchers at over 2,700 retailers across 17 CapitaLand malls islandwide and online at eCapitaMall and Capita3Eats.

Further to our vision in driving digitisation and impactful omnichannel retail transformation, eCapitaMall and Capita3Eats - ecommerce and food ordering platform respectively, were launched in June 2020 as part of CapitaStar's new verticals. This enabled shoppers to enjoy a rewarding retail experience while allowing for our retailers to access business opportunities 24/7. Adding to the ease and convenience of using CapitaStar, members can also enjoy attractive partner perks, enticing rewards and promotions together with new entertainment and community engagement features – making CapitaStar a holistic omnichannel retail experience.

The performance of eCapitaMall and Capita3Eats has been very encouraging, with a 15X growth in gross merchandise value since its launch in June 2020. Major campaigns such as "10.10" drove an 8X uplift in daily sales while the acceptance of eCapitaVoucher on both platforms has also contributed positively towards the sales of our onboarded retailers. We are committed towards improving these outcomes to increase shoppers' lifetime value within our retail ecosystem by keeping up with industry trends and evolving consumer behaviours.

eCapitaVoucher remains a popular gifting and digital payment option, making it an important growth lever for CapitaStar. Key enhancements were introduced such as micropayments down to \$0.01, the use of a static QR code to be implemented across more than 2,700 participating stores and acceptance of eCapitaVoucher on eCapitaMall and Capita3Eats – allowing for added flexibility and a seamless offline-to-online shopping experience, further cementing our lead position in retail.

Refreshed CapitaStar Identity

The CapitaStar logo was updated and the brand's lifestyle and rewards positioning was redefined in August 2020 to heighten the platform's appeal to target consumer segments. The new logo features a more contemporary and vibrant feel in simpler and cleaner lines, to reflect the ease and accessibility of the app's new interface. We have retained the familiar star symbol to connect loyal followers to its improved interface and performance.

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 encourage stronger in-store spending.

Launched Raffles Prestige

In September 2020, Raffles Prestige was introduced to meet the diverse needs of our growing CapitaStar base. Enrolment is by invitation only, and members are granted exclusive event invites and privileges such as accelerated STAR\$® earn rate, two hours of complimentary parking at Raffles City Singapore as well as shopping and dining promotions. They also enjoy curated lifestyle partner perks from Ascott, BMW, Jewel Changi Airport, and more.

CAPITASTAR LIVE 247



CapitaLand is constantly pushing the boundaries of retail with innovative offerings. We premiered our first livestream shoppertainment show in Singapore with well-loved media personalities such as Michelle Chong, Mongchin Yeoh and Benjamin Kheng on 31 July to 2 August. The shoppertainment show attracted close to 90,000 views and successfully drove up daily sales by 10X. Through this live show, CapitaLand brought the experience of shopping in the mall to the comfort of the home, showcasing our malls' brands and products in an entertaining and authentic manner.

Rounding off the year with a bang, CapitaStar LIVE 247 featured its second iteration of a livestream shoppertainment show in collaboration with Night Owl Cinematics on 13 to 14 December 2020. Titled CapitaStar LIVE 247: Festive Hacks, the shoppertainment show attracted more than 240,000 views and 80,000 engagements on our social channels which led to even stronger sales conversion than the first iteration.

STAKEHOLDERS AND COMMUNITIES

RETAIL PROMOTIONS

Portfolio-Wide Promotions

CapitaLand&You (凯德为你加油)

March to April

CapitaLand launched **CapitaLand&You** campaign to encourage Singaporeans and share the good cheer with a series of amazing rewards and deals when shopping at CapitaLand malls. Shoppers could offset purchases with a minimum of S\$50 CapitaVouchers to receive 5,000STAR\$® and receive S\$40 eCapitaVoucher with a minimum spend of S\$100 in CapitaLand malls.



Spend and Win Big

October 2020 to December 2021

The “CapitaLand Malls Spend and Win Big Draw” is a 15-month campaign that was launched in collaboration with Tan Chong International Limited. Attractive prizes valued at more than S\$580,000, including six brand new Nissan and Subaru cars and S\$15,000 worth of eCapitaVouchers, will be 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, eCapitaMall and Capita3Eats. This is CapitaLand’s largest consumer giveaway in Singapore in terms of prize value and the number of participating malls and platforms.



Largest LEGO® Festive Carnival in Southeast Asia

November to December



CapitaLand presented a massive LEGO® showcase comprising carnival-themed installations in 13 CapitaLand malls across the island. Shoppers could also send festive greetings to loved ones with CapitaLand’s exclusive set of WhatsApp sticker pack featuring lovable LEGO® minifigures perfect for the holidays. Attractive promotions include festive cashback with eCapitaVoucher and exclusive LEGO® eDeal to reward shoppers.

Fashion Friday

December 2020 to February 2021

Members of CapitaStar were treated to a fashion week, every week! Shoppers are rewarded with S\$5 eCapitaVouchers with a minimum spend of S\$80 at participating fashion stores every Friday from December 2020 to February 2021.



Mall-Centric Promotions

📍 Bedok Mall and Tampines Mall

East Meets Best September

Shoppers who dined on Mondays and Tuesdays with a minimum spend of S\$50 at any F&B outlet received a S\$5 eCapitaVoucher and shoppers who shopped from Wednesdays to Sundays with a minimum spend of S\$100 at any retailer (non F&B outlets) received a S\$10 eCapitaVoucher.



📍 Bugis Junction and Bugis+

Bounce Back with Bugis August

In celebration of Singapore's 55th birthday and to welcome shoppers back to Bugis Junction and Bugis+, shoppers were treated to a variety of special offers. Perks included rewards of S\$5 eCapitaVouchers with minimum S\$50 spend, 1-hour complimentary parking and exclusive CapitaStar eDeals with deals up to 50% off at participating tenants.



📍 Bukit Panjang Plaza and Lot One Shoppers' Mall

Revel in Rewards October to November

Bukit Panjang Plaza and Lot One Shoppers' Mall embraced the new normal with a campaign in October that enabled shoppers to enjoy greater convenience. Shoppers were encouraged to use a minimum of S\$30 eCapitaVouchers to offset their purchases in the mall and be rewarded with more eCapitaVouchers.



Bugis Town Guilt Free Shopping Spree November

Bugis Town ran its first ever online & in-mall shopping event across Bugis Junction, Bugis+ and new to portfolio, Bugis Street. The three-day shopping spree saw CapitaStar members rewarded with S\$110 eCapitaVouchers for a minimum in-mall spend of S\$1,100, and up to 50% cashback off participating fashion brands in-mall and on eCapitaMall. In partnership with DBS, CapitaStar members also enjoyed an additional 10% cashback of purchases made via DBS PayLah!.



STAKEHOLDERS AND COMMUNITIES

Mall-Centric Activities (Cont'd)

Clarke Quay

Celebrate Together
November to December

Clarke Quay welcomed all to #CelebrateTogether and indulge in an extensive selection of riverfront dining choices during the festive season. Attractive weekday promotions included **ThirstFree Days**, where customers could enjoy a free first drink or appetiser with any order at participating outlets. **Festive Cashback** gave S\$15 eCapitaVoucher with S\$120 spent from Sundays to Thursdays.



Funan

G.O.A.T (Greatest Of All Times)
November

Funan G.O.A.T adopted both online and offline Black Friday Sale in 2020 to capture audiences from eCapitaMall and in-store. Partnering with Tech360tv, Funan launched its inaugural lunch-time Facebook live streaming where shoppers joined in the sneak preview of selected products exclusively available on eCapitaMall under "Pre-Black Friday Sale".



Junction 8

Earn with Cashback
September to October

Junction 8 ran a two-month cashback campaign that drew over 140 participating outlets with shoppers enjoying up to 50% savings in the form of cashback.



Plaza Singapura

Beautiful You, Beautiful World
January to February

Plaza Singapura collaborated with beauty retailers such as The Body Shop, Clarins, Innisfree, Kiehl's, Etude House, and L'OCCITANE to hold beauty upcycling workshops and offered special beauty bundles with great discounts. Shoppers who spent a minimum S\$80 in participating outlets could sign up for the upcycling workshops.

To encourage recycling, shoppers also traded in their used skincare beauty bottles and won attractive prizes as part of Plaza Singapura's Spend and Redeem scheme from 1 to 23 February 2020.





West Cluster Malls (JCube, IMM Building and Westgate)

West The Sale?

October

A '3-in-1' mega sale campaign "West The Sale?" offered shoppers up to 90% off at participating retail stores and value-for-money promotions both offline and online.

The event drew over 70 participating outlets stores at IMM Building, with shoppers enjoying additional 30% savings above everyday discounts. During the promotion, the first 210 shoppers per day who met the minimum spend of S\$300 at participating outlet stores were each rewarded with S\$50 worth of eCapitaVoucher and a 1-for-1 admission ticket to The Rink worth S\$18.

With a minimum spend of S\$150 at JCube or Westgate, shoppers were rewarded with a S\$20 eCapitaVoucher and a 1-for-1 admission ticket to The Rink.

The sale was also made available online via eCapitaMall. With a minimum S\$60 spent on brands available at the west cluster malls virtually, shoppers were rewarded with S\$30 off when they use the promo code 'West30'.



Raffles City Singapore

Raffles City Singapore rings in the Lunar New Year in collaboration with Shanghai Tang

January

Raffles City Singapore ushered in Spring 2020 in the city with an exciting first-ever collaboration with international modern Chinese chic fashion label, Shanghai Tang. The collaboration included a set of limited-edition Raffles City x Shanghai Tang red packets and red packet organiser, crafted and designed by the brand's creative director, Victoria Tang-Owen. Marking the first stop on its Asian city tour, Shanghai Tang launched its first pop-up store at Raffles City Singapore, with highlights such as complimentary embroidery service with purchase.



Swarovski celebrates 125 years of heritage and a sparkling Christmas with Raffles City Singapore

November to December

Raffles City Singapore partnered with Austria jewellery brand, Swarovski, in celebration of the brand's 125th anniversary and to welcome 2021 with hopes and wishes. The partnership brought the magic and delight of the festive season to 'the city in the city'. The highlight of the collaboration saw an impressive 15-metre tall Raffles City x Swarovski tree light up the bustling junction of Stamford Road and North Bridge Road.



STAKEHOLDERS AND COMMUNITIES

OFFICE ACTIVITIES



Curated 95 Activities



Introduced your Workplace Community

eDM, Facebook and Instagram to connect with our community more regularly



Established >180 partnerships

tenant partnerships through various engagement campaigns

Tenants' Treats

Tenants' Treats took on a different form in 2020. In consideration of the current pandemic situation, the treats were hand-delivered to every office tenant at their premises, instead of the usual lobby distribution. We distributed 14,500 treats across CICT properties. The treats were procured from Glico, who is one of our tenants.

Lease Anniversary Gifts



Distribution of treats at tenants' offices

The distribution of lease anniversary gifts is a long-standing tradition and an invaluable opportunity for us to meet our valued customers. For 2020, we commissioned a new series of gifts — porcelain plates that were produced in collaboration with a local company, Supermama, illustrated by local artist, MessyMsxi, and made in Arita, a southern Japanese

town renowned for its high-quality porcelain craft. The plate design features different themes, like community, technology and sustainability, to communicate and share the focus and commitments of CICT. "Technology" was showcased in the inaugural gifts for 2020.



The Technology Plate illustrated CICT's aspiration to create a great workplace for productivity and growth through harnessing technologies, like facial recognition, Internet of Things and smart building technologies.

Retail Campaigns

We organised two campaigns to support retail outlets in our properties. In "50% off with CapitaStar@Work", tenants enjoyed 50% off at more than 20 participating F&B outlets in our office buildings from 5 October to 30 November 2020. "Take \$5 at Asia Square", as the name implied, was a \$5 retail promotion at Asia Square Tower 2. Both campaigns saw over 4,100 redemptions.

COMMUNITY ACTIVITIES

MARCH

Supporting A Nationwide Free Hand Sanitiser Initiative

CapitaLand supported Temasek Foundation's Stay Prepared initiative to distribute free zero-alcohol hand sanitiser to Singapore residents at 16 participating CapitaLand malls from March to April. CapitaLand staff volunteers contributed about 6,000 hours towards the initiative by sticking bottle labels, as well as manning registration booths and sanitiser dispensing stations in the malls.

In a show of solidarity and support to the community, CapitaLand took the lead as the first corporate donor to contribute to Community Chest's Courage Fund, which would go to support vulnerable groups in Singapore that were adversely affected by COVID-19.



Each household could collect up to 500ml of hand sanitiser by bringing their clean and dry reusable bottle(s) and the #BYOBclean collection pamphlets to the malls.

APRIL-MAY

Break the (Work from Home) Circuit Challenge

Break the (WFH) Circuit Challenge was designed to keep the office community engaged online and to cheer them on during the circuit breaker. A series of weekly messages and challenges were presented to the office community on our Facebook page 'your Workplace Community', where attractive prizes were up for grabs.



CapitaLand #MealOnMe

Through 'CapitaLand #MealOnMe' initiative and in collaboration with The Food Bank Singapore, CapitaStar members were able to support meals for the vulnerable elderly, underprivileged children and community care staff by donating 5,000 STAR\$@ (equivalent to S\$5) via the CapitaStar mobile app. CHF also matched the contribution, 1:1.

In about a week, 5,000 contributions from CapitaStar members were made. In addition to donations from CHF, a total contribution of S\$350,000 was made to provide over 38,000 meals and 6,000 food bundles to vulnerable groups. CapitaLand malls' F&B tenants such as ABR Holdings, Creative Eateries Group, Katrina Group and The Minor Food Group that operate the likes of Bali Thai, Bangkok Jam, ThaiExpress and Tip Top are also part of the initiative. Over 150 CapitaLand staff volunteers and their family members have gone door to door to deliver these meals.



The meals were delivered to vulnerable elderly, children from low-income families, and community care staff.

STAKEHOLDERS AND COMMUNITIES

COMMUNITY ACTIVITIES (CONT'D)

6 MAY – 1 JUNE



By
Art Lim Kiat Guan, 49,
Digital
One of the winners
in Open Category



By
Sarah Tan Xuan Lin, 10,
Colour pencils
One of the winners
in Junior Category

CapitaSpring Colouring Contest

During the circuit breaker, CapitaSpring partnered local artist Danielle Tay to create a colouring contest for budding and closet home artists. Danielle's artwork was inspired by the name, CapitaSpring. The word "spring" means to bring forth water, the essential element for life to exist. As lives flourish around the water spring, so will the city rise at CapitaSpring. The winning artworks were hand-picked by Danielle.

**Close to
600 participants
for two rounds**

Junior & Open Categories

Participants' Age Range

3 - 88
years old



The Colour Me Contest by CapitaSpring enabled the community to stay creative with a meaningful stay-home activity to benefit one's mental wellness.

JUNE

Safer Dining with Table Shields

We partnered Temasek Foundation in a pilot project to install transparent table shields on over 500 dining tables in selected Kopitiam and Food Junction food courts. The shields, which were individually treated with a self-disinfecting anti-microbial coating, would enhance customer safety while dining in CapitaLand malls during Phase 2.



Table shields put up at dining areas in selected food courts.

JUNE

Recycling with our Shoppers

Partnered with National Environment Agency to roll out 11 reverse vending machines (RVMs) across our malls, offering a convenient and rewarding way to recycle. For every ten drink containers recycled, shoppers can redeem 10 STAR\$® to redeem eCapitaVouchers and eDeals on the CapitaStar mobile application.

As of 31 December 2020, the RVMs collected more than 287,000 drink containers.



JUNE-JULY

Gifts of Joy - The Essentials Edition

Gifts of Joy is a community outreach programme that rallies our office community to bring joy to the underprivileged. Inaugurated in 2013, Gifts of Joy started as a charity drive to spread love and joy to underprivileged children. Over the years, it grew to become an annual tenant engagement initiative for the office community.

In 2020, we organised a special "Gifts of Joy – The Essentials Edition" on Giving.sg, to rally our office tenants to stand shoulder to shoulder and raise funds to support beneficiaries of Rainbow Centre, our adopted charity for the past four years.

The campaign was launched in response to the financial challenges that the students of Rainbow Centre and their families were experiencing in light of the pandemic. Along with the dollar-for-dollar matching by CHF and the donations from the tenant community, we raised S\$58,665 to provide the beneficiaries and their families with grocery vouchers to purchase the essentials they needed.

\$S58,665
raised

above target of S\$20,000

More than
210
donors



Providing financial support for students of Rainbow Centre and their families was the aim of Gifts of Joy - The Essentials Edition.

Many in our community such as children and youth have been affected during this trying time. We recognise that much help and support is needed to ensure that no one is left behind.

ANNIE CHIN

Cluster Director for Southeast Asia at Ferring, tenant at Capital Tower

Gifts of Joy is a privileged opportunity for us to highlight what is at the heart of our core values – working every day in the interest of our customers and society. With this donation, we joined forces with CapitaLand to support this good cause, to care for those who may need a helping hand.

JEAN-PIERRE MICHALOWSKI

Senior Country Officer for Singapore, Credit Agricole Corporate & Investment Bank, tenant at Capital Tower

We have been partnering CapitaLand since 2017 in building communities that are more inclusive for persons with disabilities. Over the years, its teams have shown care to build meaningful relationships with us, by cultivating knowledge and understanding, good communication, and fruitful collaborations. It embodies what Rainbow Centre values in good partnerships, where its advocacy for our clients comes through in its volunteering and fund-raising efforts and tenant events, and in rallying others to do the same.

TAN SZE WEE (MS)

Executive Director, Rainbow Centre, Singapore



Mdm Suriati receiving the grocery vouchers with Raihan and Rasul, students of Rainbow Centre Yishun Park School
Photo credit: Rainbow Centre Singapore

Thank you for helping my family. We have been living a simple life. With these vouchers, I am able to purchase more food items for my children, who are growing teenagers and need more nutrition.

MDM SURIATI

Homemaker and caregiver to Raihan and Rasul, students of Rainbow Centre Singapore

STAKEHOLDERS AND COMMUNITIES

COMMUNITY ACTIVITIES (CONT'D)

JULY

CApp EZ Challenge

More than
220 participants

We celebrated the rollout of the CapitaStar@Work mobile application with a two-week-long challenge called "CApp EZ Challenge" with attractive prizes. There were two rounds of challenges where participants would complete tasks using CapitaStar@Work. These tasks were designed to help users discover the ease and convenience of the mobile application, as well as explore the functionalities such as redeeming deals and signing up for events at their fingertips.

AUGUST

National Day Sticker Scramble on Instagram

In celebration of National Day and the launch of @yourworkplacecommunity on Instagram, we ran a contest encouraging the office community to share with us something locally related and they would stand to win attractive prizes.

SEPTEMBER - NOVEMBER

#CareKitWithLove

A community initiative by CapitaLand and CHF in support of President's Challenge, it is organised together with key partners, Metta Welfare Association, Heartware Network, BERNINA (Singapore) and Funan. Funan collaborated with our tenant BERNINA (Singapore) to provide their space for volunteers to sew the mask pouches. The initiative rallied the community to sew over 9,000 mask pouches for children and youths with special needs and frontline staff from special education schools.



The initiative is also a platform to showcase the talents and abilities of persons with special needs through the sale of the limited-edition mask pouches.

NOVEMBER - DECEMBER

Live It Up!

Live It Up!, our annual wellness and environmental sustainability movement completed its second edition in December 2020. This year, the event took on a fresh format and went fully digital. We curated a series of content over 12 days to encourage and empower the office community to live a healthier and greener lifestyle.



Live It Up! curated a series of content to share knowledge, tips and creative ideas on wellness and sustainability.

Great event to raise awareness of good living and sustainability.

TENANT FROM EDB
Raffles City Tower

Thanks for providing us a platform to care about our personal well-being.

TENANT FROM AXA XL
CapitaGreen



WATER THE PLANT CHALLENGE

To encourage the community to create positive change to the environment and their well-being by pledging to take on the daily challenges.

Total Pledges Received:
More than 900

Total Participants:
More than 380
(including 51 CICT tenants)

22 Partnerships

(including 5 commercial tenants, 5 retail mall tenants,
2 government agencies – National Environment Agency and
Health Promotion Board)

10 Content Articles and Engagement Pieces were made available

Content Articles:
> 4,900 views

Engagement Pieces:
> 3,300 views

#WAYSITAKECHARGE CONTEST



Participants sharing examples of healthy and sustainable habits they have embarked on during Live It Up! 2020.

To inspire the CapitaLand Workspace community to share the ways they take charge of their well-being or the environment online, with prizes to be won.

SCAN ME



Scan QR code to check out the highlights of Live It Up! 2020.

It's a great idea! Live It Up! helps me realise the things we take for granted. Knowing the impact of our actions also reminds us what we should and should not do.

TENANT FROM
Six Battery Road

STAKEHOLDERS AND COMMUNITIES



OUR SHOPPERS



JUNCTION 8

We stay near Junction 8 and are here today for the outdoor playground. We usually come here for food as well as grocery shopping at FairPrice Finest. We do feel safe in the mall especially with the safe distancing ambassadors around.

Joey Tan and Children



TAMPINES MALL

We come to Tampines Mall weekly as it is very convenient being 10 minutes away from our house. There are a lot of choices here, be it F&B outlets or fashion retailers. In particular, we like NTUC FairPrice for grocery shopping. There are multiple safe management measures taken by the mall that make us feel safe.

Jade Lee and
Choo Hao Xiang



WESTGATE

We live in the northeast of Singapore but are here today for Timezone as we heard that it is newly opened and is huge. Westgate is family-orientated, spacious and well-equipped with a wide variety of shops and eateries. You do not have to venture downtown as you can get everything here. In general, the mall is very clean and we feel safe coming to the mall.

Susan Cai, Aloysius Chee
and Children



IMM BUILDING

We live in Kallang but are here in IMM Building for lunch, having visited Science Centre earlier. There are a variety of food options that cater to our needs. We visited the mall a few times as there were some good deals. While there is some inconvenience as we have to access certain floors from the carpark to visit the mall, I think the precaution is essential to ensure that the mall is safe for shoppers.

Fazlin Said and Family





BUGIS JUNCTION

Today, we are here to shop for Christmas presents as well as to spend time with the children as it is their school holiday. Bugis Junction has quite a good range of stores. I like the food, clothing, accessories and children-related offerings. We feel safe coming into the mall with the safe management measures in place.

Emily Chow and Family



RAFFLES CITY SINGAPORE

We are on a staycation and decided to come by the mall to get some food and coffee. We like Raffles City Singapore and visit about twice monthly because of the convenient location. We also enjoy dining at some of the restaurants here. We particularly are not worried about the safety and hygiene brought about by COVID-19 situation and have been going out.

Damien Sim and Family



FUNAN

I come to Funan quite often because it is near my workplace. After the revamp, Funan is much livelier and there are a lot of new shops and food stalls. The safe distancing measures being employed in the mall make me feel safe to visit.

Vincent Yeo

Funan is convenient as it is centrally located and just beside my workplace. I visit the mall daily, even on weekends if I need to come back for work and it is crowded. Every morning when I come to work before 8am, I observed there are robot cleaners going around the mall. I have no doubts about the hygiene standards in Funan.

Max Lim



PLAZA SINGAPURA / THE ATRIUM@ ORCHARD

I received some CapitaVouchers and so I am here at the mall to do some shopping with my friend. I come to Plaza Singapura quite regularly with friends and family. I like the Hai Di Lao here and it is less crowded on weekdays. I do feel safe coming to the mall as it is sanitary and has safe management measures in place.

Lim Li Yan and Agnes Teh



STAKEHOLDERS AND COMMUNITIES



OUR TENANTS



SUSHIRO

Founded in 1984, Sushiro is the #1 'Kaiten sushi' restaurant chain in Japan. In 2019, we opened our first outlet in Singapore with the desire to bring authentic Japanese sushi at affordable prices to everyone.

CapitaLand's collaborative approach to partnership has enabled us to accelerate our efforts in strengthening the Sushiro brand to make its mark in Singapore's sushi culture. We appreciate the support received in achieving our goals and look forward to building a long-term partnership with CapitaLand as we continue to expand our presence in Singapore.



ECCELLENT BY HAO MART

As one of the modern players in Singapore's grocery scene, HAO has a network of close to 50 stores islandwide. Working closely with CapitaLand, we brought our latest retail format, Eccellente by HAO mart, to Westgate in 2020. The Westgate outlet is fast becoming one of our defining stores to shoppers in the West, offering a refreshed grocery buying experience and access to brands such as CHICHA SAN CHEN, Andersen's Ice Cream and Windowsill Pies within the supermarket. Looking ahead, HAO is excited to develop a deeper partnership with CapitaLand and to extend our unique offerings to shoppers across Singapore.



TAMJAI SAMGOR MIXIAN

The opening of our first TamJai SamGor outlet in Singapore at Bedok Mall has brought our exciting range of fragrant, numbing, hot and spicy flavours to our target demographic. We believe that the alignment in business mindsets and reciprocal understanding between TamJai SamGor and CapitaLand are key drivers that will mark the beginning of a successful long-term partnership. Tomorrow matters - We have been and will continually introduce new and creative elements into the Chinese noodle culture through original flavours and dedicated service for a better tomorrow.



TSMP LAW CORPORATION

CapitaLand has been our invaluable partner for two decades and their support especially throughout the COVID-19 pandemic, has been a real blessing. From promptly passing on the government's property tax rebate, to working closely with us on our operational needs as Singapore slowly reopened for business, CapitaLand has helped us to navigate this crisis smoothly. We're appreciative of how they have supported us in client servicing, taking the necessary safety measures without placing undue burden on our clients. We look forward to many more years of partnership and collaboration with CapitaLand as we expand our business in 2021 and beyond.



MIZUHO BANK, LTD.

As landlord, CapitaLand is fully committed to collaborating with us to co-create solutions that best meet our needs. CapitaLand supported us in remapping our space requirements and provided us with various innovative options that meet our needs both in the short and medium term. In addition to excellent amenities and a great location, the building management also makes a conscious effort to create a vibrant atmosphere and a warm environment through initiatives such as the occasional treats like fruits, nuts and ice cream, which our staff appreciate very much. During the pandemic, CapitaLand was highly vigilant in keeping the premises safe. We received prompt alerts from the building management of pertinent developments and the safe management measures adopted were sound and well-designed.

Guan Yeow Kwang

Singapore Branch CEO, Managing Director, Head, Asia & Oceania Administration





INVESTORS

Delivering timely, objective and transparent information to stakeholders is a commitment we uphold at CICT. Guided by our Unitholders' Communication and Investor Relations Policy, we aim to promote regular, effective and fair communication with our investors comprising Unitholders, potential retail and institutional investors, analysts and media journalists. To that end, the senior management and investor relations team proactively engage with the investment community to articulate strategy, business performance and prospects to aid them in their investment decisions.

In 2020, the senior management and the investor relations team engaged with over 600 equity investors from over 400 companies locally and globally through participation, largely virtually, in meetings, post-results investor briefings, conferences and roadshows.

CICT connected with retail Unitholders virtually via small and large group meetings prior to the Annual General Meeting (AGM) and Extraordinary General Meeting (EGM). We also partnered with Securities Investors Association (Singapore) (SIAS) to engage retail Unitholders through pre-AGM and pre-EGM virtual sessions.

For CICT's AGM and EGM in June 2020 and September 2020 respectively, the meetings were held by electronic means 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 EGM and to

vote by appointing the Chairman of the Meeting as proxy at the meetings. All resolutions were passed at both the meetings. The results were published on SGXNet and CICT's corporate website. Minutes of the meetings were uploaded on the website for greater transparency.

To provide updates on business operations amidst the COVID-19 situation, several analyst and investor calls were held in the year in addition to the routine half-year and full-year results briefings. The results briefings were also streamed 'live' via webcast where investors could view the presentation by CICT's CEO Mr Tony Tan and post questions online. Following each briefing, the webcast is made available on demand on CICT's website.

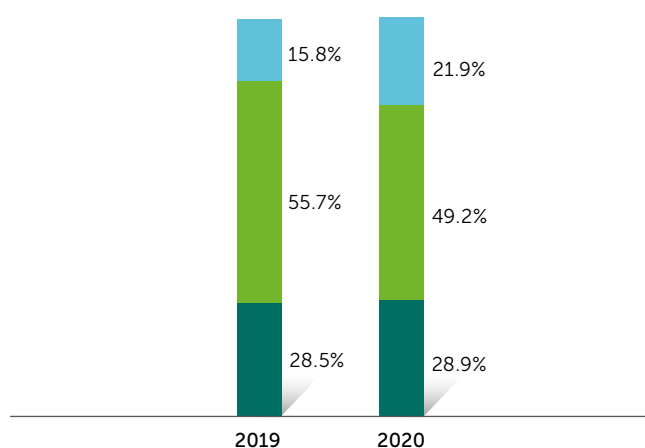
The website was revamped following the merger with CCT to keep investors abreast of updates on CICT on a timely basis. All news releases and announcements are also uploaded on CICT's website apart from SGXNet. Investors may also sign up for email alerts to receive CICT's latest updates.

Exemplifying good investor relations and corporate governance practices, CCT and CMT were placed first and second respectively in the Singapore Governance and Transparency Index (REIT and Business Trust category), prior to the merger.

CICT remains in the FTSE Straits Times Index, FTSE4Good Index Series, MSCI Global Standard Indices, GPR General Indices and GPR 250 Indices as well as other indices.

UNITHOLDINGS BY INVESTOR TYPE

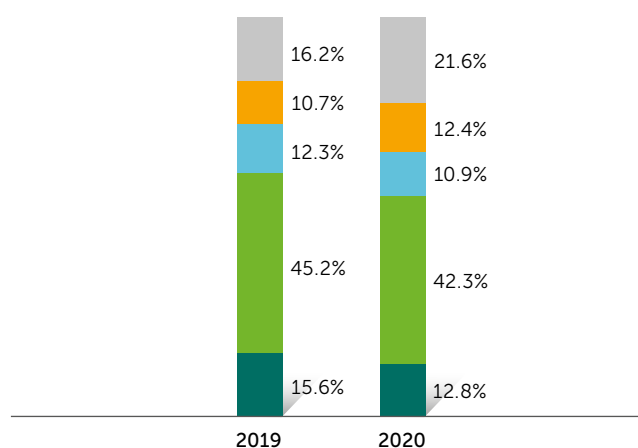
(As at 31 December)



● CapitalLand Group ● Institutional Investors ● Retail Investors

UNITHOLDINGS BY GEOGRAPHY

(As at 31 December)



● Rest of the World ● Asia (excluding Singapore) ● United Kingdom & Europe ● Singapore ● North America

STAKEHOLDERS AND COMMUNITIES

In recognition of our good practices, both CCT and CMT won the following awards in 2020 prior to the merger:

› Singapore Governance and Transparency Index (SGTI) Award (REIT and Business Trust category)

- CCT ranked 1st
- CMT ranked 2nd

› Governance Index for Trusts (GIFT) (REITs and Business Trusts category)

- CCT ranked fourth with a total score of 74
- CMT ranked seventh with a total score of 73.5

› Global Real Estate Sustainability Benchmark (GRESB) 2020

- CCT awarded GRESB 5-star rating in the Asia Office category with a total score of 84 and also scored 'A' for public disclosure
- CMT awarded GRESB 5-star rating in the Asia Retail – Listed category with a total score of 85 and also scored 'A' for public disclosure

CALENDAR OF UPCOMING RESULTS AND UPDATES FOR FY 2021 SUBJECT TO CHANGES BY THE MANAGER WITHOUT PRIOR NOTICE

	Indicative Month
CICT Annual General Meeting	Apr 2021
First Quarter Business Operation Update	Apr 2021
First Half 2021 Results Announcement	Jul 2021
First Half 2021 Distribution To Unitholders	Sep 2021
Third Quarter Business Operation Update	Oct 2021
Second Half and Full Year 2021 Results Announcement	Jan 2022
Second Half 2021 Distribution To Unitholders	Mar 2022

INVESTOR & MEDIA RELATIONS CALENDAR 2020

1 st Quarter	Analyst and media briefing for announcement of the merger between CMT and CCT FY 2019 post-results investor meetings Investor meetings in Singapore, London, Amsterdam and Hong Kong/Bangkok (virtual)
2 nd Quarter	Citi Pan-Asia Corporate Forum 2020 (virtual) First Quarter 2020 post-results investor group call Pre-Annual General Meeting Unitholders engagement session (virtual) Annual General Meeting (virtual) Morgan Stanley Virtual ASEAN Best Conference
3 rd Quarter	First Half 2020 post-results investor group call Macquarie ASEAN Virtual Conference Citi-REITAS-SGX C-Suite Singapore REITS & Sponsors Forum (virtual) Pre-Extraordinary General Meeting Unitholders engagement session (virtual) Extraordinary General Meeting (virtual)
4 th Quarter	Third Quarter 2020 post-results investor group call Morgan Stanley Virtual Asia Pacific Summit

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 T



EMPLOYEES

CICT is managed by the Manager and Property Managers, which are wholly owned subsidiaries of CapitaLand. The teams behind the Manager and Property Managers are responsible for CICT's property and portfolio operations in Singapore. The workforce comprises mainly full-time and permanent employees who are citizens and permanent residents based in Singapore.

Leveraging CapitaLand's integrated human capital strategy, CICT recruits, develops and motivates employees and has in place, aligned key performance indicators for both employees and the business. The total headcount for 2020 is 665 (2019 (restated): 655).

Fairness and Diversity

CICT has a performance-oriented work culture that values diversity and teamwork while upholding CapitaLand's commitment to be a workplace of choice. Employees can make strong 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 and family responsibilities, or disability.
- Treat employees fairly and with respect and implement progressive human resource management systems.
- Provide employees with equal opportunity to be considered 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 2020, there was no reported incident relating to discrimination or human rights violation.

Fair Remuneration

Fair remuneration is vital for CICT to stay competitive, attract and retain talent, and aligned with employee performance targets with corporate objectives. CapitaLand engages external 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 the employees' compensation.

Employment contracts with clearly-stated terms and conditions are signed with all confirmed employees. In the event of termination or employee resignation, a minimum notice period of one month must be fulfilled, depending on the employee's job grade.

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 and career development reviews. Annual performance reviews involve open discussions on the employee's performance, developmental needs, areas for improvement and career planning. Supervisors are encouraged to provide regular feedback on employee performance. Key performance indicators are set to drive employee performance. Employees participate in the setting of team and individual goals to clearly define performance and compensation expectations.

In 2020, employees in senior management roles participated in a 360-degree feedback survey, with a view towards strengthening teams, encouraging better working relationships, and building a work culture that aligns with the Group's leadership competencies and core values.

STAKEHOLDERS AND COMMUNITIES

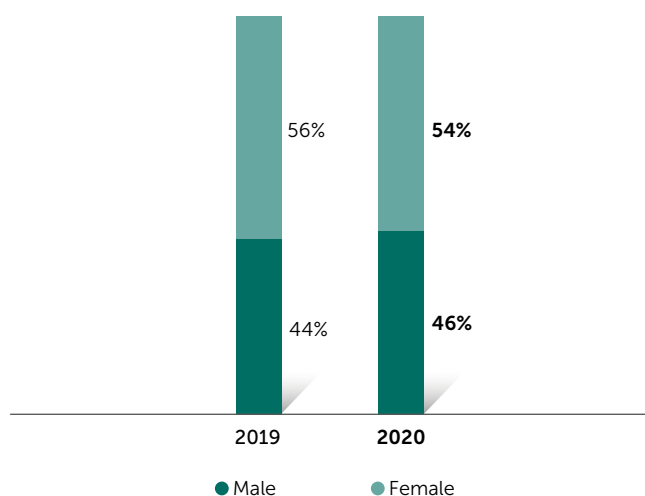
Re-employment Opportunities

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 together with its tripartite partners, Singapore National Employers Federation and the National Trades Union Congress. 18 employees aged 62 and above were re-employed in 2020.

Freedom of Association

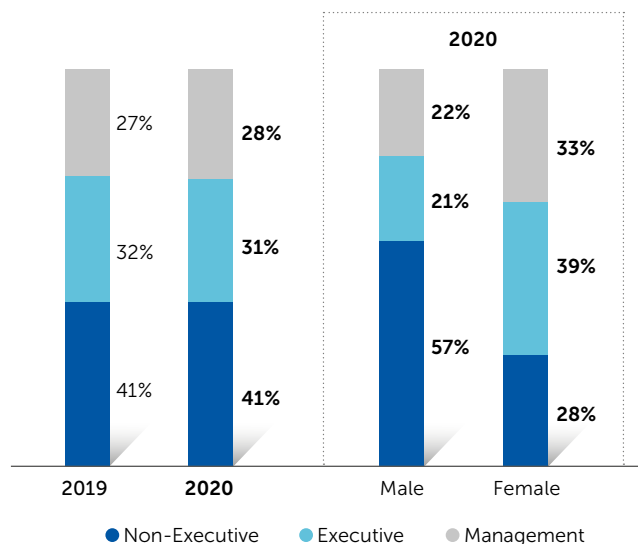
CICT upholds employees' rights to freedom of association and adheres to the Industrial Relations Act by permitting employees to be represented by trade unions for collective bargaining. CapitaLand and the Singapore Industrial & Services Employees' Union maintains a harmonious relationship and work together 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 in 2020.

EMPLOYEE BY GENDER



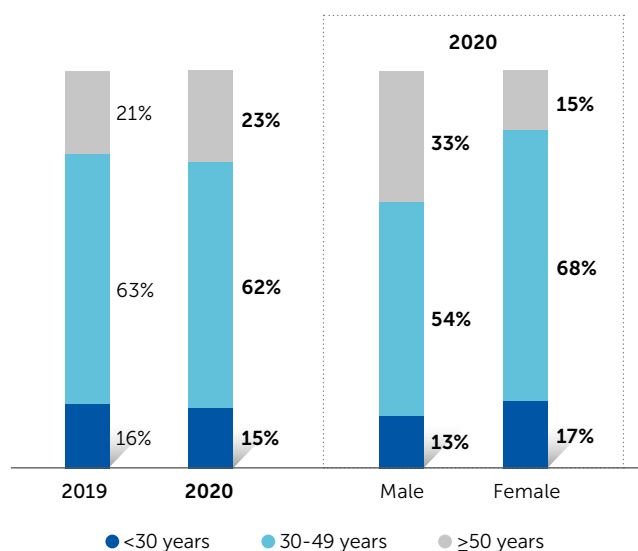
In 2020, there were 303 and 362 male and female employees respectively.

EMPLOYEE PROFILE BY SENIORITY AND GENDER



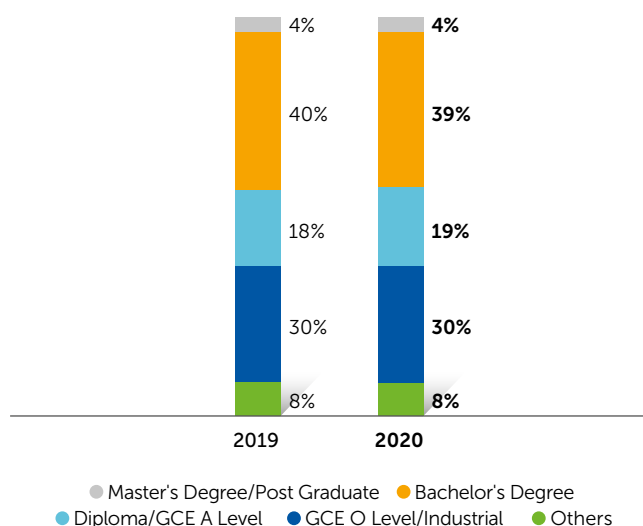
In 2020, about 33% of female employees were represented in the management level (manager & above). 100% of the senior management (C-suite & Department Heads) were locals.

EMPLOYEE PROFILE BY AGE AND GENDER



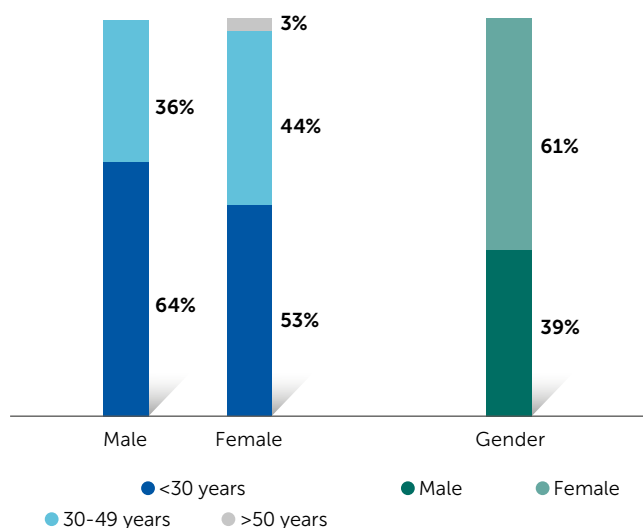
Employees between the ages of 30 to 50 accounted for 62% of the workforce, while those below the age of 30 were around 15%. As at 31 December 2020, more than 60% of our employees had been with the Trust for five years or longer.

EMPLOYEE PROFILE BY EDUCATIONAL QUALIFICATIONS



About 43% of the workforce possessed tertiary qualifications (Bachelor's Degree, Master's Degree/Post Graduate).

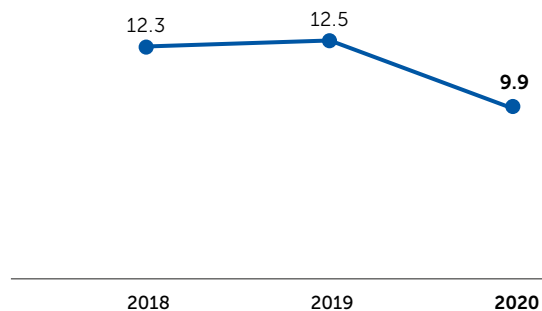
NEW HIRES BY AGE AND GENDER (2020)



New hires represented 8.4% of the total headcount of 665 in 2020.

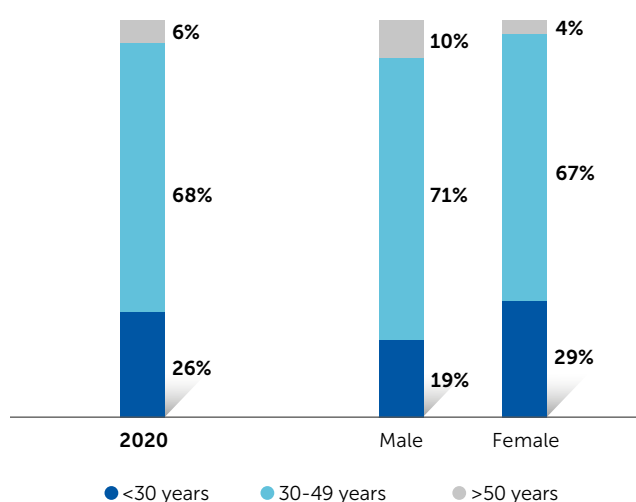
EMPLOYEE TURNOVER RATE

(%)



The employee turnover rate for 2020 was lower at 9.9% compared to 12.5% for 2019.

VOLUNTARY TURNOVER BY AGE AND GENDER (2020)



Positive Work Environment

CICT is committed to providing a positive and vibrant workplace that promotes personal development, employee 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. 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

STAKEHOLDERS AND COMMUNITIES

employees are entitled to the same benefits as full-time employees, on a pro-rated basis.

There were 17 employees who took maternity leave in 2020, and 14 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 other feedback through various communication

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. In 2020, the CapitaLand Intranet was revamped to include some new features such as event and news posting, leadership chat, appreciation board, polls, survey and gamification.

CREATING A CARING WORKPLACE

Employee engagement activities took on a virtual format amidst the pandemic. Many online programmes were conducted during the Circuit Breaker period to support employees across the Group who were working from home. The programme topics ranged from work-life integration and stress management, to personal wellness and well-being, and tips on staying connected through communication and digital initiatives.



Promoting Wellness

The **#StayHome #StayFun CapitaLand Snap & Win Contest** called for employees to submit a photograph or video of what they did during the Circuit Breaker period. The best entries won limited-edition CapitaLand Under Armour gym bags.

The **CapitaLand Cares Quiz** was a fun way to help Singapore-based employees learn more about the COVID-19 pandemic. A CapitaLand Care Hamper was couriered to all the winners at their homes.



Wellness Wednesdays, a healthy lifestyle initiative by the CapitaLand Recreation Club, went online during the Circuit Breaker period to engage with employees who were working from home. The activities for these weekly sessions ranged from yoga, Zumba and HIIT workouts, to seminars on ergonomics, relationships and mindfulness.

Staying In Touch

Pulse surveys were conducted remotely in April and July to "check-in" on all employees. The surveys enabled the management team to find out how employees were doing, better understand their needs and challenges, and to gather constructive feedback for improving their work-from-home experience.

Going Digital

Digital CapitaLand aims to reduce paper wastage and drive process efficiencies by consolidating regular transactions like claims, payrolls and staff orientation programmes into a cohesive digital ecosystem.

The new staff intranet, Click, will feature increased connectivity as it can be accessed through mobile apps and mobile optimised websites. Gamification will be incorporated into an onboarding app for new hires. Digital apps will also be used to bring Augmented Reality exhibitions and events to all employees through their mobile devices.

Talent Management

Innovative, dynamic and talented individuals with the right experience levels are actively sought to support CICT's growth. This is managed by developing internal talents and recruiting external talent across different career stages, from entry-level graduates to mid-career professionals and industry veterans. All new hires are required to undergo an orientation programme that assimilates them to CapitaLand's business operations, strategy, core values and management philosophy. As part of succession planning, high-potential talents are identified and developed 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. During the year, a retail track was introduced to allow graduates to specialise in the retail sector to gain relevant expertise. In 2020, the Trust also participated in the government initiative - SG United Traineeships to support fresh graduates.

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 as well as industry seminars and conferences. Eligible employees may apply for a maximum of 10 days of paid leave annually for examinations supported by the company.

About 84% of employees completed at least one learning session during the year. The average number of training hours per employee was 16.5 hours in 2020. CICT's employees who are also the licensed representatives under Monetary Authority of Singapore (MAS) recorded 17.3 training hours per employee, which was above the minimum requirement by MAS.

DIGITAL LEARNING

CapitaLand's in-house training hub, CapitaLand Institute of Management and Business (CLIMB), provides professional and personal development opportunities through digital learning events that encourage employees to build capabilities and skills in various areas. Activities included a Learning CAREnival in October 2020, with close to 20 virtual sessions focusing on engaging virtual teams, showing gratitude and empathy, maintaining wellness, developing digital fluency and having fun at work. CLIMB also introduced DigiLearn, a curated catalogue of digital training modules where employees can learn at their own pace using their mobile device, and earn badges by clocking learning hours.

73%
of Employees
participated in Digital Learning

2,260
of Training Hours
clocked in Digital Learning



STAKEHOLDERS AND COMMUNITIES



SUPPLIERS

Supply Chain Management

We work closely with our contractors and suppliers who are committed to high quality, environmental, health and safety standards.

Contractors are only appointed upon meeting the Group's stringent selection criteria, including environment, health and safety requirements. CICT adopts the Capitaland Supply Chain Code of Conduct to influence and encourage its supply chain to operate responsibly in the areas of anti-corruption, human rights, health and safety, as well as environmental management. We also ensure our suppliers and service

providers comply with local regulations and other legal requirements. We share Capitaland's EHS policy with our suppliers and service providers to ensure that they are sufficiently trained in or briefed on EHS measures.

All main contractors appointed must be ISO 14001 and OHSAS 18001 certified. Majority of our contractors and service providers are minimum bizSAFE Level 3 certified.

For more information on our occupational health and safety performance, please refer to the Environment section on pages 157-158.

KEEPING CAPITASPRING WORKSITE COVID-SAFE

Several measures are implemented to keep the worksite at CapitaSpring COVID-safe.

- › **Raising awareness of worksite safety.** All workers are required to attend the BCA's Online COVID Safe Training Course and Examination before they could be mobilised on site. We also conducted a COVID-19 Safety Induction Session to brief workers on their roles and responsibilities and good practices in personal hygiene. A monthly refresher briefing is conducted to reinforce good hygiene practices.
- › **Minimising interaction within the worksite.** The workers are split into separate teams for different colour-coded work zones. To minimise interaction between the teams, the teams have designated toilets and rest areas, as well as staggered schedules, off days, and usage of shared facilities.
- › **Worksite sanitation.** Stringent cleaning measures are enforced at the worksite. At the site entrances, thermal cameras are deployed for temperature monitoring, and a disinfection chamber will automatically sanitise a person. The ventilation of confined areas is improved. All machines are cleaned daily and common facilities every two hours. The emergency evacuation plan is updated to cordon off and disinfect affected areas immediately, and a dedicated sickbay and isolation facilities provided for any suspected or confirmed COVID-19 cases.
- › **Enforcing health monitoring and contact tracing.** All workers are required to take their temperatures twice a day and a COVID test once every 14 days. To ensure all workers are traceable and accessible, besides the mandatory Safe Entry and Trace Together apps, we also use geolocation devices to monitor movements, control the density of workers and minimise interaction between teams within the worksite.



Safe distancing measures at site entrance



Conducting COVID-19 safety sessions for the workers

REFERENCES

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	Employees (pg 181-185)
Principle 2	Make sure that they are not complicit in human rights abuse	Employees (pg 181-185)
Labour		
Principle 3	Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining	Employees (pg 181-185)
Principle 4	Elimination of all forms of forced and compulsory labour	Employees (pg 181-185)
Principle 5	Effective abolition of child labour	Employees (pg 181-185)
Principle 6	Elimination of discrimination in respect of employment and occupation	Employees (pg 181-185)
Environment		
Principle 7	Businesses should support a precautionary approach to environmental challenges	Environment (pg 151-159)
Principle 8	Undertake initiatives to promote greater environmental responsibility	Environment (pg 151-159)
Principle 9	Encourage the development and diffusion of environmentally friendly technologies	Environment (pg 151-159)
Anti-corruption		
Principle 10	Businesses should work against corruption in all its forms, including extortion and bribery	Corporate Governance (pg 73-75) Enterprise Risk Management (pg 78-83)

MATERIAL TOPICS AND BOUNDARIES

Material topics (GRI 102-47)	Topics Boundary Internal and External	Management Approach References (GRI 103)
Economic Performance		
Economic Performance	CICT	Financial Highlights (pg 14-15) Financial Review (pg 99-100) Capital Management (pg 101-103) Financial Statements (pg 194-297)
Indirect Economic Impacts	CICT, Communities	Properties (pg 121-126) Stakeholders & Communities (pg 160-178)
Environmental		
Energy	CICT, Suppliers	Environment (pg 151-159)
Water	CICT, Suppliers	
Biodiversity	CICT, Suppliers	
Emissions	CICT, Suppliers	
Effluents and Waste	CICT, Suppliers	
Environmental Compliance	CICT, Suppliers	
Supplier Environmental Assessment	CICT, Suppliers	
Social		
Employment	CICT	Employees (pg 181-185)
Labour/Management Relations	CICT	Employees (pg 181-185)
Occupational/Health and Safety	CICT	Environment - OHS (pg 157-159)

REFERENCES

MATERIAL TOPICS AND BOUNDARIES

Material topics (GRI 102-47)	Topics Boundary Internal and External	Management Approach References (GRI 103)
Social		
Training and Education	CICT	Employees (pg 181-185)
Diversity and Equal Opportunity	CICT	Employees (pg 181-185)
Non-discrimination	CICT	Employees (pg 181-185)
Child Labour	CICT	Employees (pg 181-185)
Forced or Compulsory Labour	CICT	Employees (pg 181-185)
Human Rights Assessment	CICT, Suppliers	Environment - OHS (pg 157-159)
Local Communities	CICT, Communities	Environment (pg 151-159) Properties - Social Integration (pg 126) Stakeholders & Communities (pg 160-178) Suppliers (pg 186)
Supplier Social Assessment	CICT, Suppliers	Environment – OHS (pg 157-159) Suppliers (pg 186)
Governance		
Anti-corruption	CL, Investors, Tenants, Shoppers, Communities	Corporate Governance (pg 74)
Customer Health and Safety	CICT, Tenants, Shoppers, Suppliers and Community	Properties (pg 125) Environment – OHS (pg 157-159)
Marketing and Labelling	CICT, Tenants	Stakeholders & Communities (pg 160-178)
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	Corporate Governance (pg 47-77) Enterprise Risk Management (pg 78-83) Employees (pg 181-185)

GRI STANDARDS CONTENTS INDEX

Disclosure Number	Title	Page Reference and Remarks
General Disclosures		
102-1	Organisation's name	CapitaLand Integrated Commercial Trust
102-2	Primary brands, products, and services	Corporate Profile (inside front cover (IFC))
102-3	Location of headquarters	Corporate Information (Inside back cover(IBC))
102-4	Location of operations	Corporate Profile (IFC) Property Portfolio (pg 29-32)
102-5	Nature of ownership and legal form	Trust Structure & Organisation Structure (pg 40)
102-6	Markets served	Corporate Profile (IFC)
102-7	Scale of the organisation	Corporate Profile (IFC) Employees (pg 181-185)
102-8	Information on employees and other workers	Employees (pg 181-185)
102-9	Organisation's supply chain	Environment- OHS (pg 157-159) Stakeholders & Communities (pg 160-178) Suppliers (pg 186)

GRI STANDARDS CONTENTS INDEX

Disclosure Number	Title	Page Reference and Remarks
General Disclosures		
102-10	Significant changes during the reporting period	About the Report (IFC) Message to Unitholders (pg 21-24) Sustainability Approach (pg 33) Environment (pg 154)
102-11	Report whether and how the precautionary approach or principle is addressed by the organization	Sustainability Approach (pg 33-39) Enterprise Risk Management (pg 78-83) Environment (pg 151-159)
102-12	List externally-developed economic, environmental and social charters, principles, or other initiatives to which the organisation subscribes	Environment – OHS (pg 157-159)
102-13	Memberships of associations and national or international advocacy organisations	Sustainability Approach (pg 33) Corporate Governance (pg 47-77)
102-14	Statement from senior decision-maker	Message to Unitholders (pg 21-24)
102-15	Description of key impacts, risks, and opportunities	Sustainability Approach (pg 33-39) Corporate Governance (pg 47-77) Enterprise Risk Management (pg 78-83) Environment (pg 151-159) Stakeholders & Communities (pg 160-178)
102-16	Organisation's values, principles, standards and norms of behaviour	Corporate Profile (IFC) Sustainability Approach (pg 33-39) Corporate Governance (pg 47-77) Enterprise Risk Management (pg 78-83)
102-17	Internal and external mechanisms for advice and concerns about ethics	Corporate Governance - Whistle-Blowing Policy (pg 74)
102-18	Governance structure	Sustainability Approach (pg 33-39) Corporate Governance (pg 47-77)
102-19	Delegating authority	Sustainability Approach (pg 33-39)
102-20	Executive-level responsibility for economic, environmental and social topics	Sustainability Approach (pg 33-39) Trust Management Team (pg 46)
102-40	List of stakeholder groups	Environment - OHS (pg 157-159) Stakeholders & Communities (pg 160-178)
102-41	Collective bargaining agreements	Employees (pg 181-185)
102-42	Identification and selection of stakeholders	Environment - OHS (pg 157-159) Stakeholders & Communities (pg 160-178)
102-43	Approach to stakeholder engagement	Materiality (pg 35) Environment (pg 151-159) Stakeholders & Communities (pg 160-178)
102-44	Key topics and concerns raised through stakeholder engagement	Materiality (pg 35) Stakeholders & Communities (pg 160-178) Environment - OHS (pg 157-159)
102-45	Entities included in the organisation's consolidated financial statements	Sustainability Approach (pg 33) Financial Statements (pg 194-297)
102-46	Defining the report content and the aspect boundaries	Sustainability Approach (pg 33-39) Environment (pg 154)
102-47	List of material topics	Materiality (pg 35) Material Aspects and Boundaries (pg 187-188)
102-48	Effect of any restatements of information provided in previous reports	Restated Energy, Water, Carbon data in 2018, 2019 and 2020.

REFERENCES

GRI STANDARDS CONTENTS INDEX

Disclosure Number	Title	Page Reference and Remarks
General Disclosures		
102-49	Significant changes from previous reports in the scope and aspect boundaries	Scope expanded due to merger with CCT.
102-50	Reporting period	Sustainability Approach (pg 33) Environment (pg 154) 1 January to 31 December 2020
102-51	Date of most recent previous report	1 January to 31 December 2019
102-52	Reporting cycle	Annual. Sustainability Approach (pg 33)
102-53	Contact point	About the Report (IFC) Corporate Information (IBC)
102-54	Claims of reporting in accordance with GRI Standards	About the Report (IFC)
102-55	GRI Content Index	GRI Index (pg 188-192)
102-56	Assurance	No external assurance. We rely on the external assurance of CapitalLand Group Sustainability Report. CICT's portfolio and employees are part of the Group's reporting.

GRI Standards	Disclosure Number	Title	Page Reference and Remarks
Topic-Specific Standards			
Management Approach			
Management Approach	103-1	Explanation of the material topic and its boundary	Environment (pg 151-159)
	103-2	The management approach and its components	Sustainability Approach (pg 33-39) Corporate Governance (pg 47-77) Enterprise Risk Management (pg 78-83) Environment (pg 151-159) Stakeholders & Communities (pg 160-178)
	103-3	Evaluation of management approach	Sustainability Approach (pg 33-39) Corporate Governance (pg 47-77) Enterprise Risk Management (pg 78-83) Environment (pg 151-159) Stakeholders & Communities (pg 160-178)
Economic			
Economic Performance	201-1	Direct economic value generated and distributed	Financial Highlights (pg 14-15) Financial Review (pg 99-100) Capital Management (pg 101-103) Financial Statements (pg 194-297)
	201-2	Financial implications, risk and opportunities due to climate change	Enterprise Risk Management (pg 78-83) Environment (pg 151-159)
Market Presence	202-2	Proportion of senior management hired from local community	Employees (pg 181-185)
Indirect Economic	203-1	Development and impact of infrastructure investments and services supported	Environment (pg 151-159) Properties - Social Integration (pg 126)

GRI Standards	Disclosure Number	Title	Page Reference and Remarks
Topic-Specific Standards			
Business Ethics			
Anti-corruption	205-1	Risk assessment for corruption	Corporate Governance (pg 47-77) Enterprise Risk Management (pg 78-83)
	205-2	Communication and training on anti-corruption policies and procedures	Corporate Governance (pg 47-77) Employees (pg 181-185)
	205-3	Incidents and action taken	Corporate Governance (pg 47-77)
Marketing Communications	417-2	Incidents of non-compliance concerning product and service information and labeling	No incidents of non-compliance with regulations and voluntary codes concerning product and service information and marketing communications.
	417-3	Incidents of non-compliance concerning marketing communications	
Customer Privacy	418-1	Substantiated complaints regarding breaches of customer privacy and losses of customer data	No substantiated complaints during the reporting period.
Environment			
Energy	302-1	Energy consumption within the organisation	Environment (pg 151-159)
	302-2	Energy consumption outside of the organisation	None reported during the reporting period.
	302-3	Energy intensity	Environment (pg 151-159)
	302-4	Reduction of energy consumption	Environment (pg 151-159)
	302-5	Reductions in energy requirements of products and services	Environment (pg 151-159)
Water	303-1	Interactions with water as a shared resource	Environment (pg 151-159)
	303-2	Management of water discharge-related impacts	None during the reporting period.
	303-3	Water withdrawal	Environment (pg 151-159)
	303-5	Water consumption	Environment (pg 151-159)
Biodiversity	304-1	Operational sites in or adjacent to protected areas or areas of high biodiversity value	None during the reporting period.
	304-2	Significant impact on biodiversity	Environment (pg 151-159)
Emissions	305-2	Energy indirect (Scope 2) GHG emissions	Environment (pg 151-159)
	305-3	Other indirect (Scope 3) GHG emissions	Environment (pg 151-159)
	305-4	GHG emissions intensity	Environment (pg 151-159)
	305-5	Reduction of GHG emissions	Environment (pg 151-159)
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 151-159)
	306-3	Waste generated	Environment (pg 151-159)
Environmental Compliance	307-1	Fines and non-monetary sanctions for non-compliance with environmental laws and regulations	No non-compliance reported.
Supplier Environmental Assessment	308-1	New suppliers screened using environmental criteria	Environment - OHS (pg 157-159) Suppliers (pg 186)
Social			
Labour Practices, Diversity and Human Rights			
Employment	401-1	New hires and employee turnover	Employees (pg 181-185)
	401-3	Parental leave	Employees (pg 181-185)

REFERENCES

GRI Standards	Disclosure Number	Title	Page Reference and Remarks
Social			
Labour Practices, Diversity and Human Rights			
Labour/ Management Relations	402-1	Minimum notice periods regarding operation changes	Employees (pg 181-185)
Occupational/ Health and Safety	403-1	Occupational health and safety management system	Environment - OHS (pg 157-159)
	403-2	Hazard identification, risk assessment, and incident investigation	Environment - OHS (pg 157-159)
	403-3	Occupational health services	Environment - OHS (pg 157-159)
	403-4	Worker participations, consultation, and communication on occupational health and safety	Environment - OHS (pg 157-159)
	403-5	Worker training on occupational health and safety	Environment - OHS (pg 157-159)
	403-6	Promotion of worker health	Environment - OHS (pg 157-159)
	403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Environment - OHS (pg 157-159)
	403-8	Workers covered by an occupational health and safety management system	Environment - OHS (pg 157-159)
	403-9	Work-related injuries	Environment - OHS (pg 157-159)
Training and Education	404-1	Average hours of training	Employees (pg 181-185)
	404-2	Employee skills upgrade and transition assistance programmes	Employees (pg 181-185)
	404-3	% of employees receiving regular performance and career development reviews	Employees (pg 181-185)
Diversity and Human Rights	405-1	Diversity of governance bodies and employees	Employees (pg 181-185)
Non-discrimination	406-1	Incidents of discrimination and corrective action taken	Employees (pg 181-185)
Child Labour	408-1	Operations and suppliers identified as having significant risk for incidents of child labour and measures taken to the effective abolition of child labour	Employees (pg 181-185)
Forced or Compulsory Labour	409-1	Operations and suppliers identified as having significant risk for incidents of forced or compulsory labour, and measures taken to eliminate it	Employees (pg 181-185)
Human Rights Assessment	412-1	Operations subjected to human rights reviews or impact assessments	Environment - OHS (pg 157-159)
Supplier Social Assessment	414-1	% of suppliers screened using social criteria	Environment - OHS (pg 157-159)
Products and Services			
Local Communities	413-1	Operations with local community engagement, impact assessments and development programmes	Environment (pg 151-159) Stakeholders & Communities (pg 160-178) Properties - Social Integration (pg 126)
Customer Health and Safety	416-1	Health and safety impacts assessment of products and services	Environment - OHS (pg 157-159) Properties - Social Integration (pg 126)
	416-2	Incidents of non-compliance	No non-compliance reported.