



Corporate Presentation

February 2026

CapitaLand
INTEGRATED
COMMERCIAL TRUST

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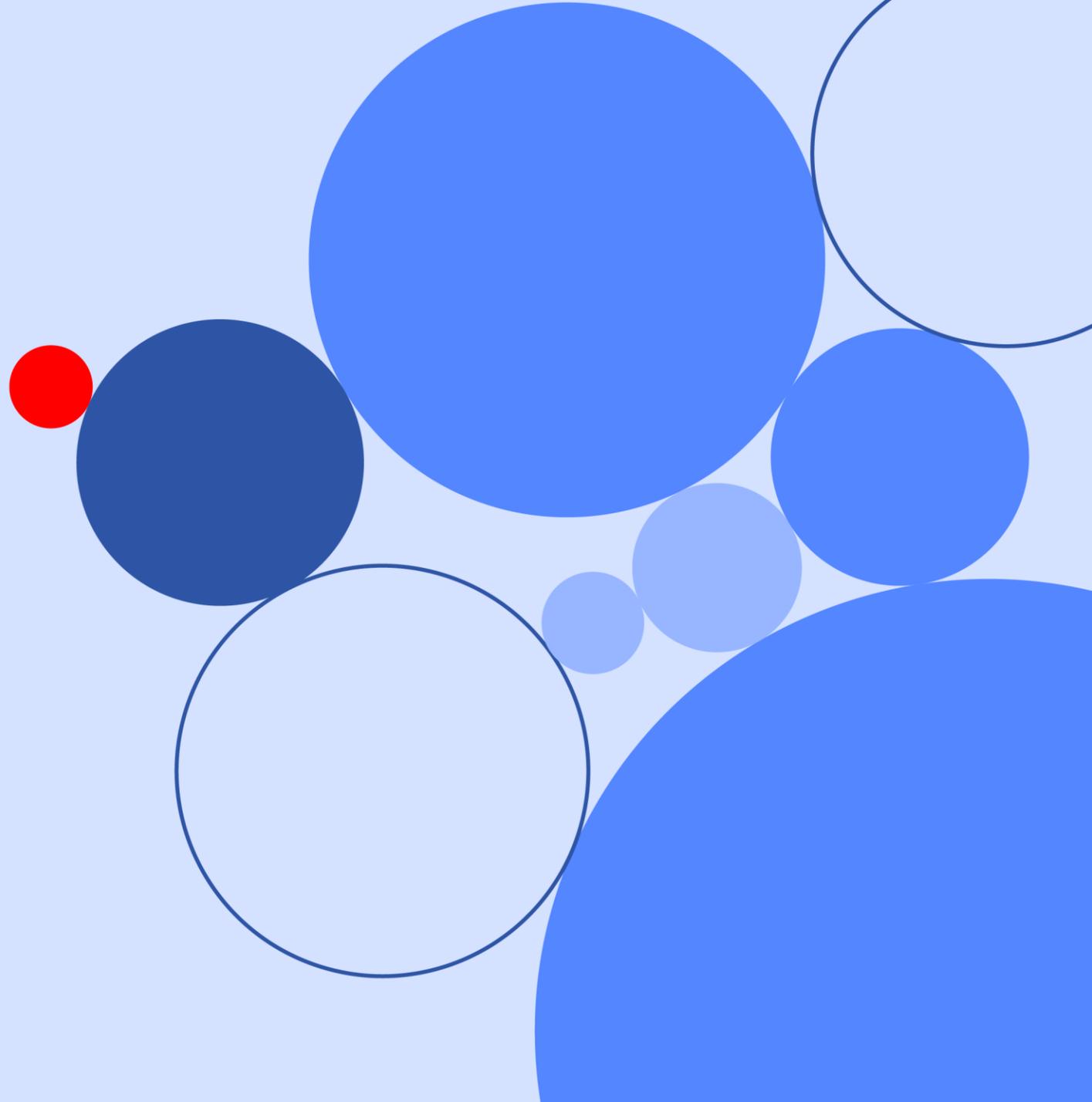
Agenda

- 01 About CICT
- 02 Portfolio Overview
- 03 Creating Value
- 04 Capital Management
- 05 ESG Performance

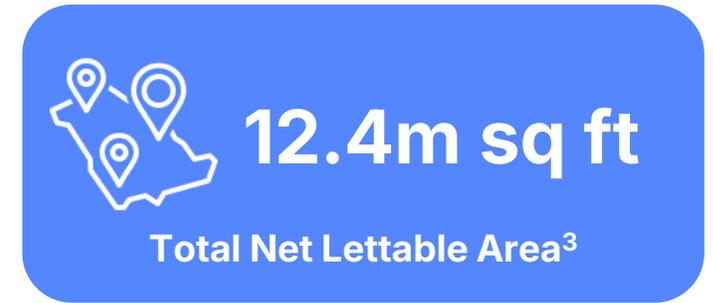
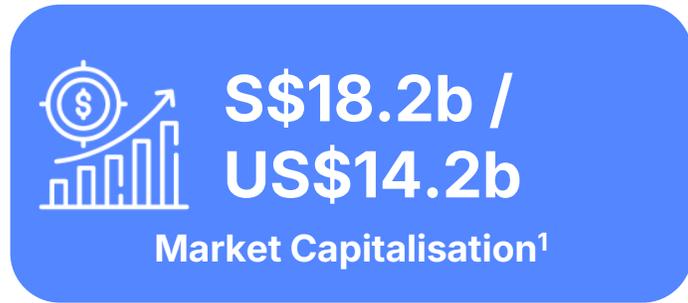


01

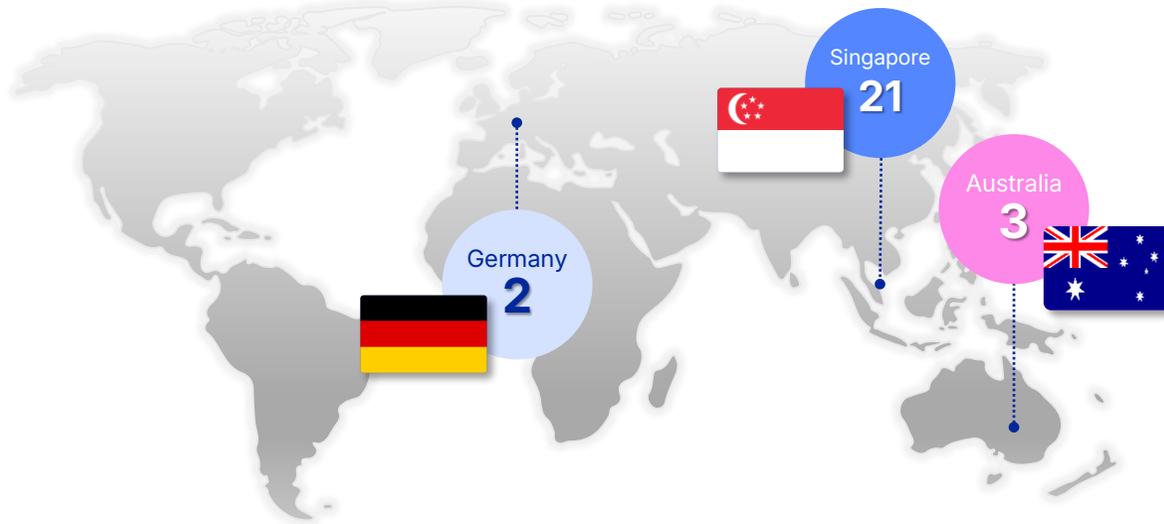
About CICT



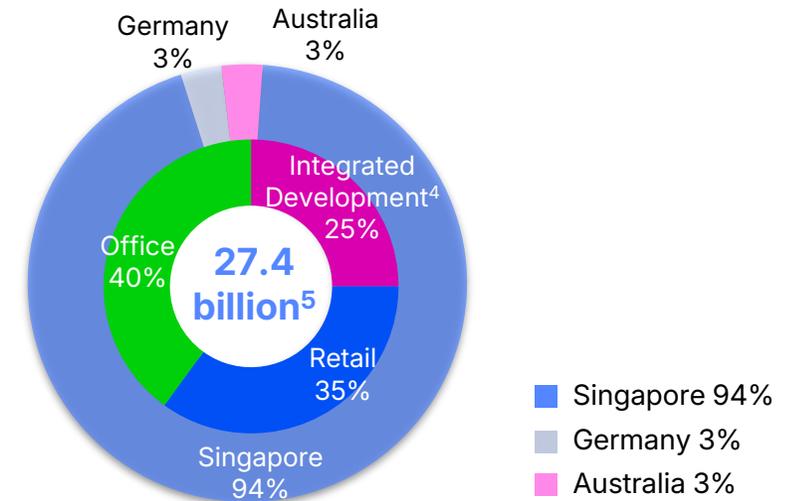
CICT - The Proxy for Singapore's Commercial Real Estate



Geographical Presence



Property Composition by Geography and Property Type



1. As at 31 December 2025.
2. Proforma portfolio property value as at 31 December 2024. Includes CICT's proportionate interest in Gallileo and Main Airport Center (94.9% respectively), CapitaSky (70%), 101-103 Miller Street & Greenwood Plaza (50%), ION Orchard (50%) and CapitaSpring (100%). Excludes the serviced residence component of CapitaSpring which was divested on 30 May 2025.
3. Based on 100% interest for the properties and includes warehouse component.
4. Integrated developments comprises office, retail and hotel or serviced residence components within the same development. Excludes CapitaSpring as it has been reclassified under the Office Portfolio.
5. Portfolio property value as at 31 December 2025. Includes CICT's proportionate interest in Gallileo and Main Airport Center (94.9%, respectively), CapitaSky (70%), 101-103 Miller Street & Greenwood Plaza (50%) and ION Orchard (50%).

CICT's Investment Merits

We Are...



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



Committed to **generate stable distributions** and **sustainable returns** to unitholders



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



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



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

Leveraging Our Resources to Drive Sustainable Value

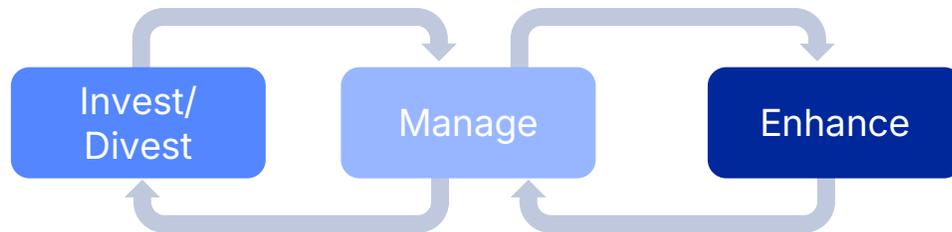
Our Mission & Vision: To be Asia's premier commercial REIT and deliver sustainable returns

Our Resources



Financial	<ul style="list-style-type: none"> • Net Property Income • Distributable Income • Distribution per Unit • Capital management & financial indicators
People & Structure	<ul style="list-style-type: none"> • Performance against benchmarks
Properties	<ul style="list-style-type: none"> • Portfolio occupancy • Tenant retention • Social Integration
Environment	<ul style="list-style-type: none"> • Climate resilience • Resource efficiency & 2030 Sustainability Master Plan
Stakeholders & Communities	<ul style="list-style-type: none"> • Customer experience • Stakeholder engagement • Safety, health & well-being

How We Create Value



Value Drivers



Asset & Portfolio Management	Investment & Divestment	Capital Management	Stakeholder Engagement	ESG Management
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The Value We Create



- Sustainable Returns
- High standards of governance & accountability
- Quality assets & differentiated offerings
- Portfolio resilience resource efficiency & innovation
- Partner of choice, thriving communities & high-performance culture

Our Competitive Advantage



Leadership



Growth



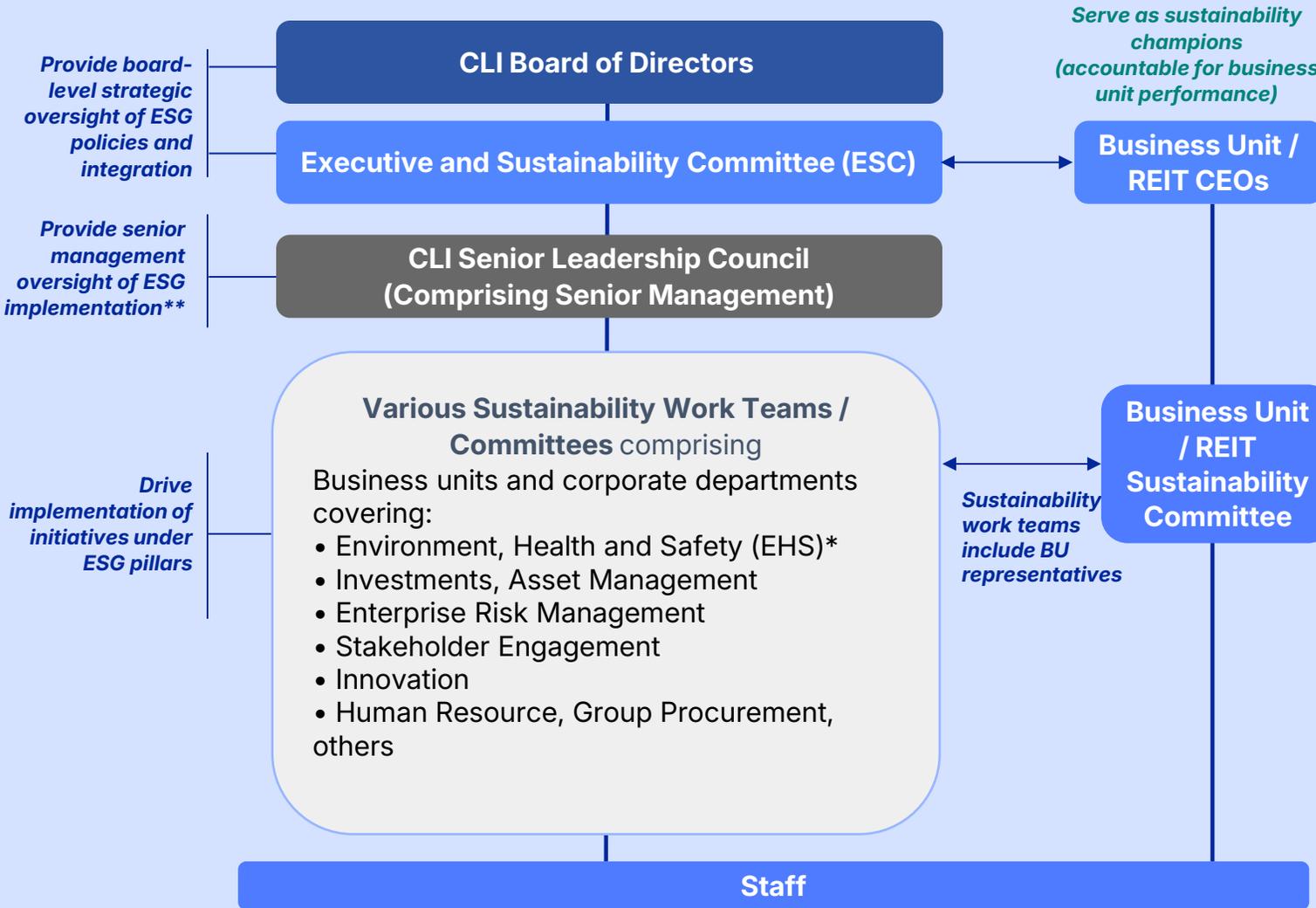
Resilience



Partnership

Sustainability Approach: Strategic Sustainability Management Structure

CLI SUSTAINABILITY MANAGEMENT STRUCTURE



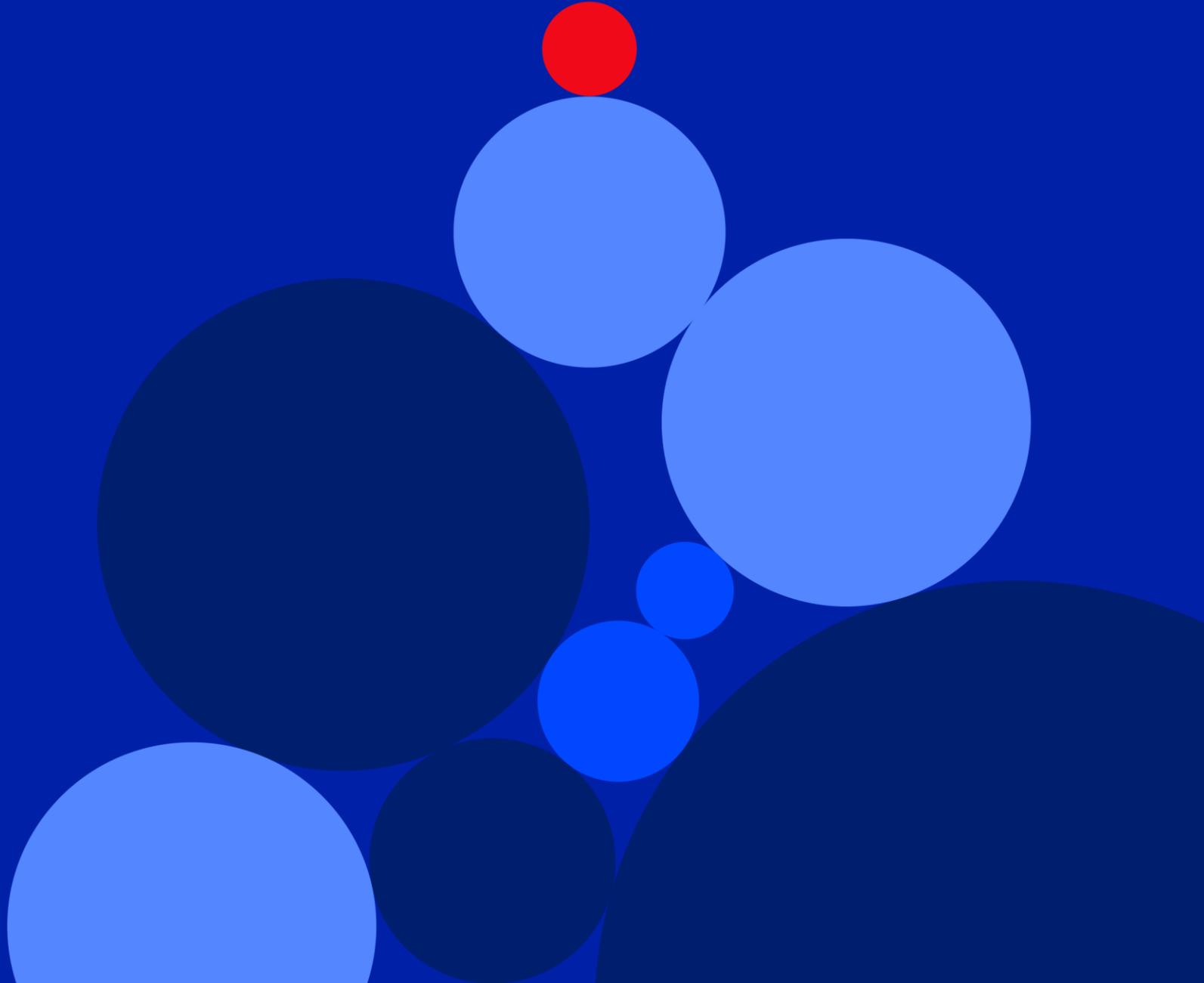
CICT SUSTAINABILITY COMMITTEE



* Including EHS Internal Audit committee and Environmental tracking System (ETS) Committee

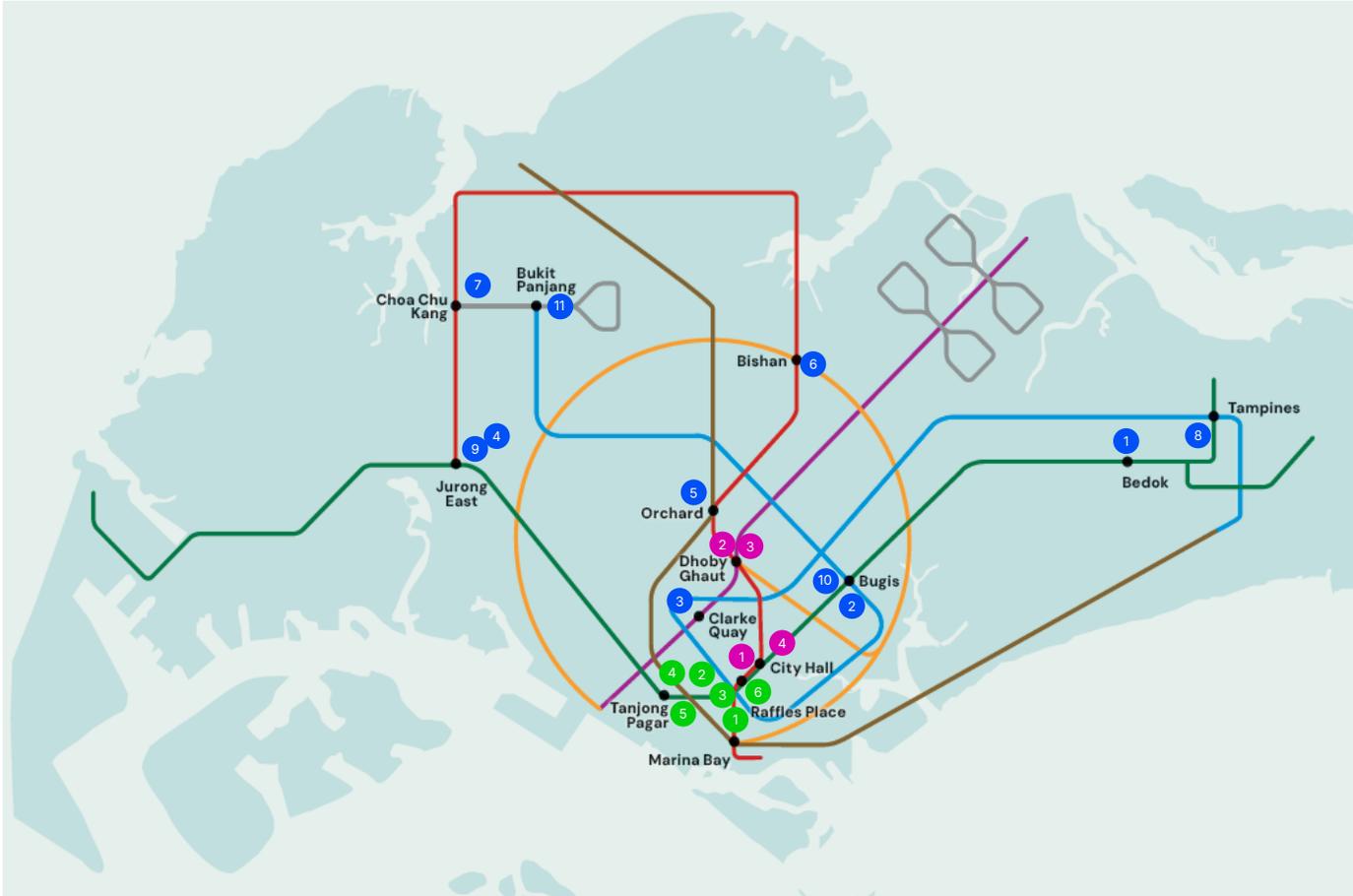
02

Portfolio Overview



21 Properties in Singapore

Diversified across Retail, Office and Integrated Developments in Singapore



Retail

- | | |
|------------------------------|--------------------------|
| 1 Bedok Mall | 6 Junction 8 |
| 2 Bugis Junction | 7 Lot One Shoppers' Mall |
| 3 CQ @ Clarke Quay | 8 Tampines Mall |
| 4 IMM Building | 9 Westgate |
| 5 ION Orchard (50% interest) | 10 Bugis+ |
| | 11 Bukit Panjang Plaza |

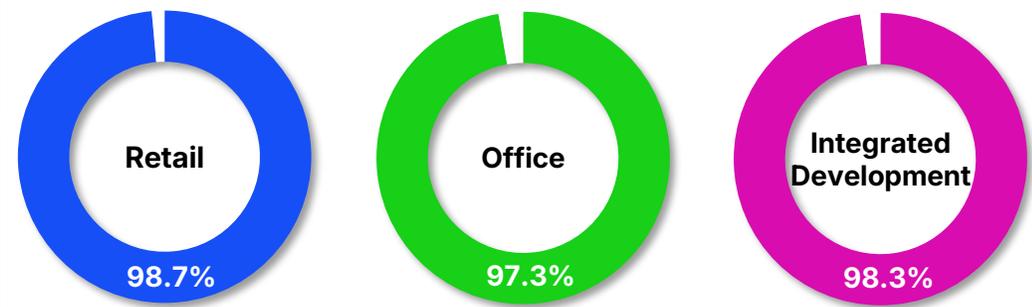
Office

- 1 Asia Square Tower 2
- 2 CapitaGreen
- 3 CapitaSpring
- 4 Capital Tower
- 5 CapitaSky (70% interest)
- 6 Six Battery Road

Integrated Developments

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

Singapore Portfolio Occupancy as at 31 Dec 2025



5 Properties Overseas Well-located Near Transport Nodes

AUSTRALIA

Portfolio Occupancy
as at 31 Dec 2025

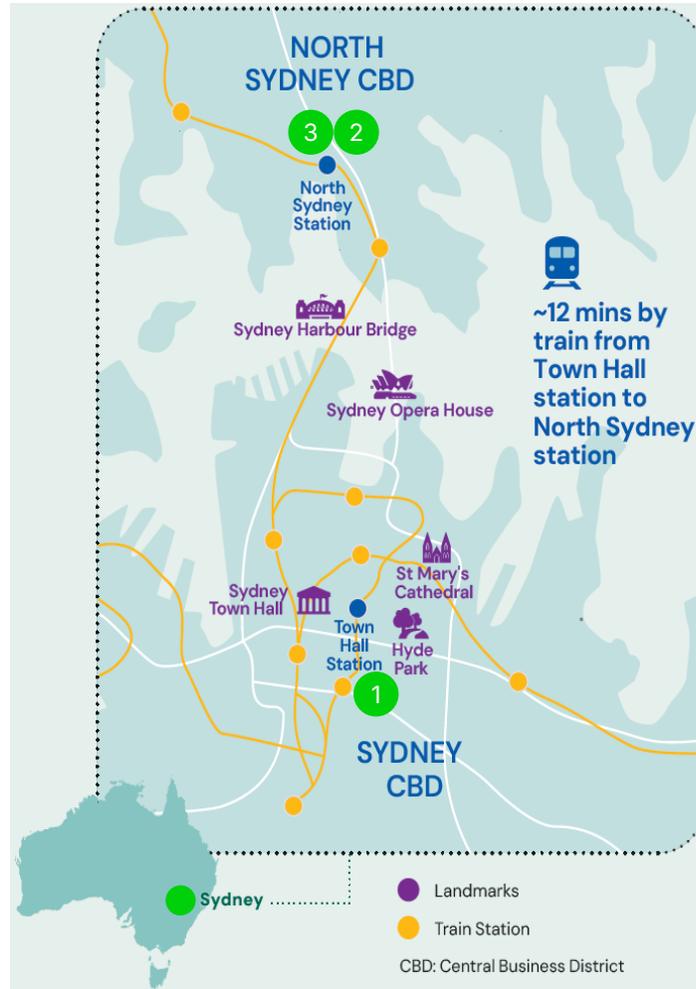


66 GOULBURN STREET

100 ARTHUR STREET



101-103 MILLER STREET AND GREENWOOD PLAZA
(50% interest)



GERMANY

Portfolio Occupancy
as at 31 Dec 2025



GALLILEO
(94.9% interest)



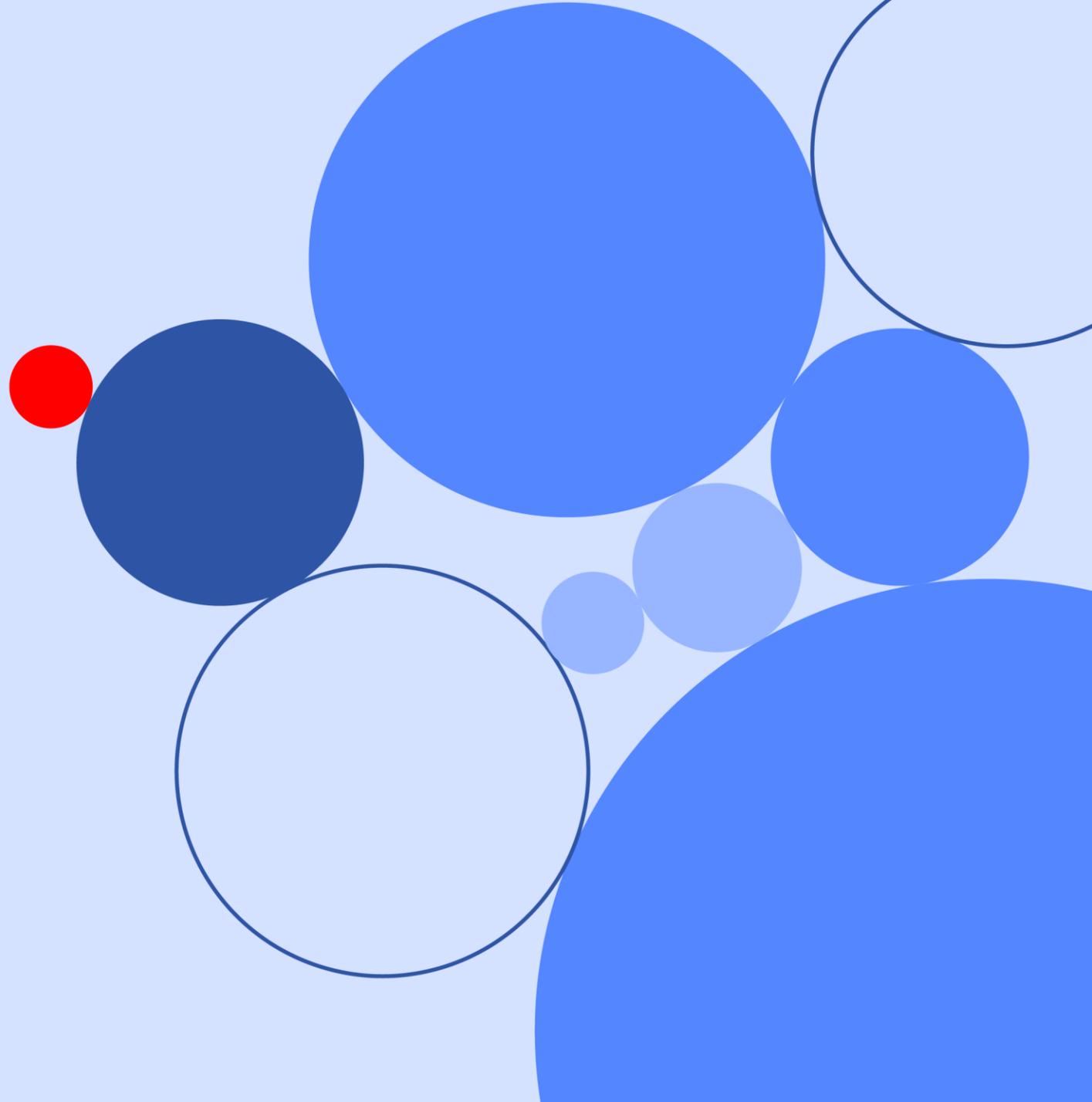
MAIN AIRPORT CENTER
(94.9% interest)



1. JLL Sydney CBD occupancy was 85.3% and North Sydney CBD occupancy was 74.8% as at 4Q 2025.
2. Includes Gallileo, Frankfurt. CBRE Frankfurt market occupancy was 88.9% as at 4Q 2025.

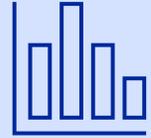
03

Creating Value



CICT's Value Creation Strategy

To deliver stable distributions and sustainable returns to unitholders



Asset & Portfolio Management

- Optimise rental rate and maintain high occupancy rate
- Reposition tenant mix
- Manage operating expenses
- Drive asset and portfolio plan



Asset Enhancements & Redevelopments

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



Portfolio Reconstitution

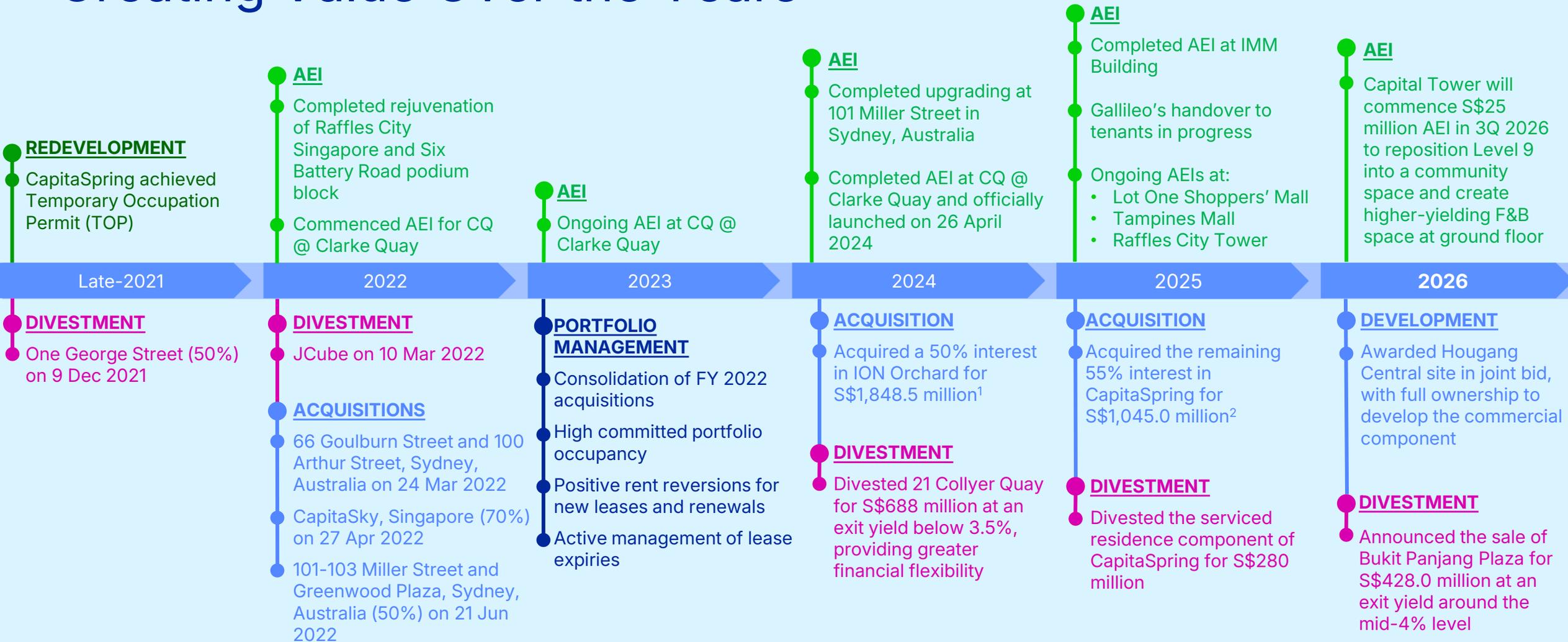
- Undertake appropriate divestment of assets that have reached their optimal life cycle
- Redeploy divestment proceeds into higher yielding properties or other growth opportunities



Acquisition

- Invest through property market cycles in Singapore, Germany, Australia and other developed markets
- Singapore-centric; not less than 80% of portfolio value
- Focus on retail, office and integrated developments
- Seek opportunities from third parties and CapitaLand

Creating Value Over the Years



AEI refers to asset enhancement initiative. The dates of divestments and acquisitions are based on their respective completion dates.

1. Based on 50% of the agreed property value of ION Orchard (including ION Orchard Link).

2. Based on 55% of the agreed property value of S\$1,900.0 million.

Divestment of Bukit Panjang Plaza for S\$428.0 million¹

The sale is part of CICT's broader portfolio reconstitution strategy, where asset divestments may be considered to enable capital redeployment into potential growth opportunities, or other strategic purposes

Premium
10%

Against valuation of
S\$389.0M as at
31 Dec 2025

Premium
165%

Against purchase
price of S\$161.3M
in 2007

Estimated Net
Divestment Proceeds

S\$421.2M

Gearing²

38.6% → 37.6%

Exit Yield

**~ mid-4%
level**

Expected Completion

1Q 2026



Bukit Panjang Plaza is a suburban mall located in the northwest region of Singapore

1. 90 out of 91 strata lots held by CICT
2. Gearing would lower by 1%, assuming the divestment was completed on 31 December 2025.

CICT & Consortium Awarded Hougang Central Site for Landmark Mixed-use Development



Prime location

In the heart of Hougang with sizeable catchment. First government land sales site in Hougang since 2019



Excellent connectivity

Direct links to the bus interchange and the Mass Rapid Transit network via the North-East Line and the future Cross Island Line



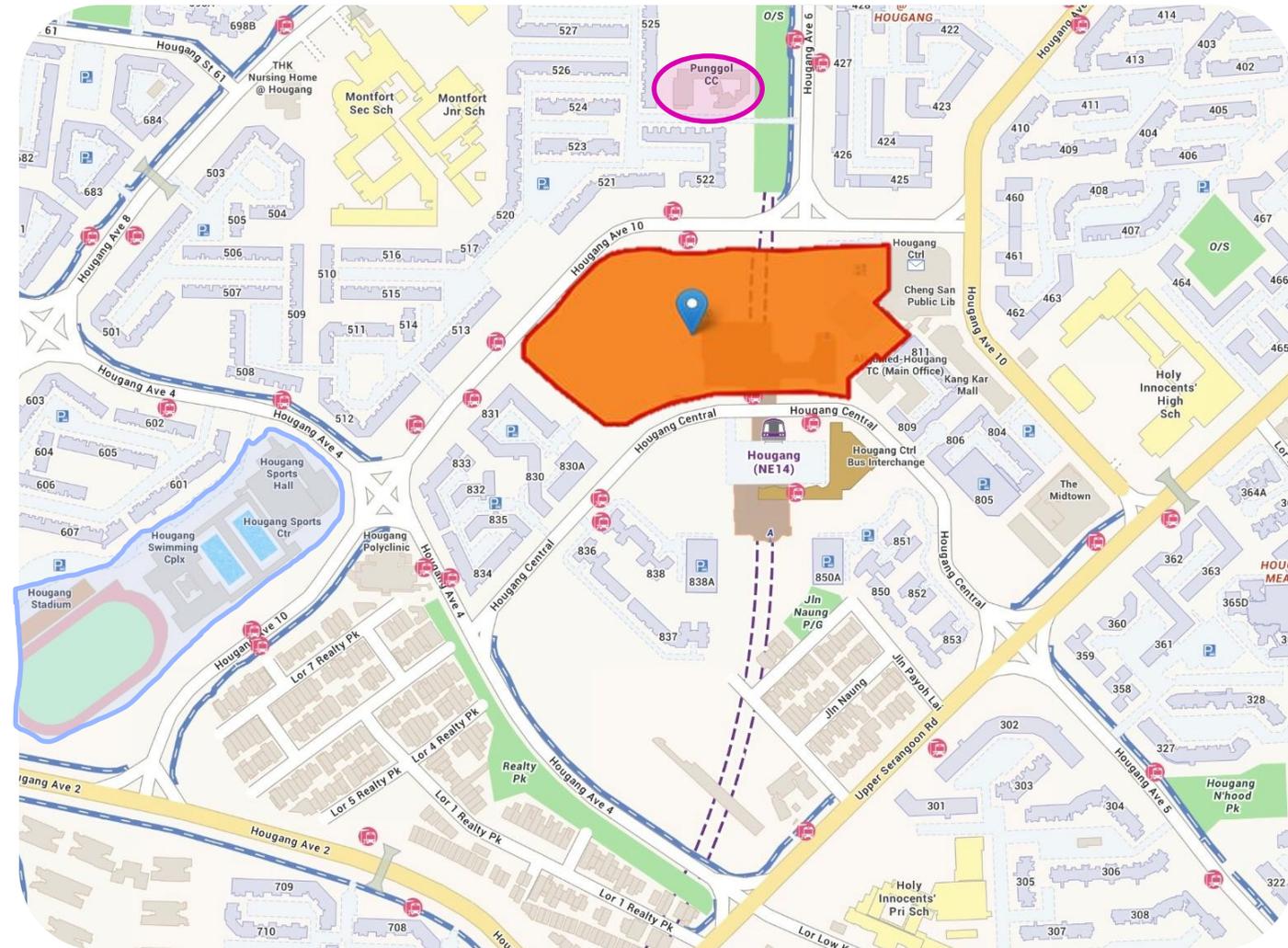
Surrounded by amenities

Close to Punggol Community Club, Hougang Sports Centre, and Punggol Park. Several established primary schools are within 1 km and 2 km of the development



Address demand from the precinct's underserved catchment

New development will add ~300,000 sq ft of net lettable area (NLA) for retail and lifestyle concepts and ~830 residential units integrated with a bus interchange. Will feature sheltered public event space and diverse F&B offerings to enhance community vibrancy and placemaking



Legend ■ Hougang Central site ■ Schools ■ Parks ○ Sports Centre ○ Community centre

CICT will Develop and Own 100% of the Commercial Component

Reinforcing foothold in our core market of Singapore, while expanding its retail footprint into Singapore's northeast region

Commercial Component

Estimated NLA of Commercial Component	~300,000 sq ft
Total Development Cost	~S\$1.1 billion
Yield on Cost	Over 5% ¹
Funding	Internal fundings and external borrowings
Target Completion	2030 / 2031

Overall Development

Location	Hougang Avenue 10 / Hougang Central
Land use	Mixed-use development comprising a commercial and residential development integrated with a bus interchange
Site area	504,820 sq ft
Plot ratio	2.5
Tenure	99-year leasehold
Tender price	~S\$1.5 billion



Image source: Google street view

1. Based on the valuer's estimated net income, assuming completion of the commercial component and taking into consideration the estimated development cost of the commercial component.

Rationale for Development

1 Increased Exposure to Singapore
 ✓ Strengthens CICT's portfolio exposure in Singapore, leveraging development as a strategic growth driver to reinforce position as the proxy for commercial real estate in Singapore

2 Prime Location in the Heart of Hougang with Excellent Connectivity
 See [slide 8](#)

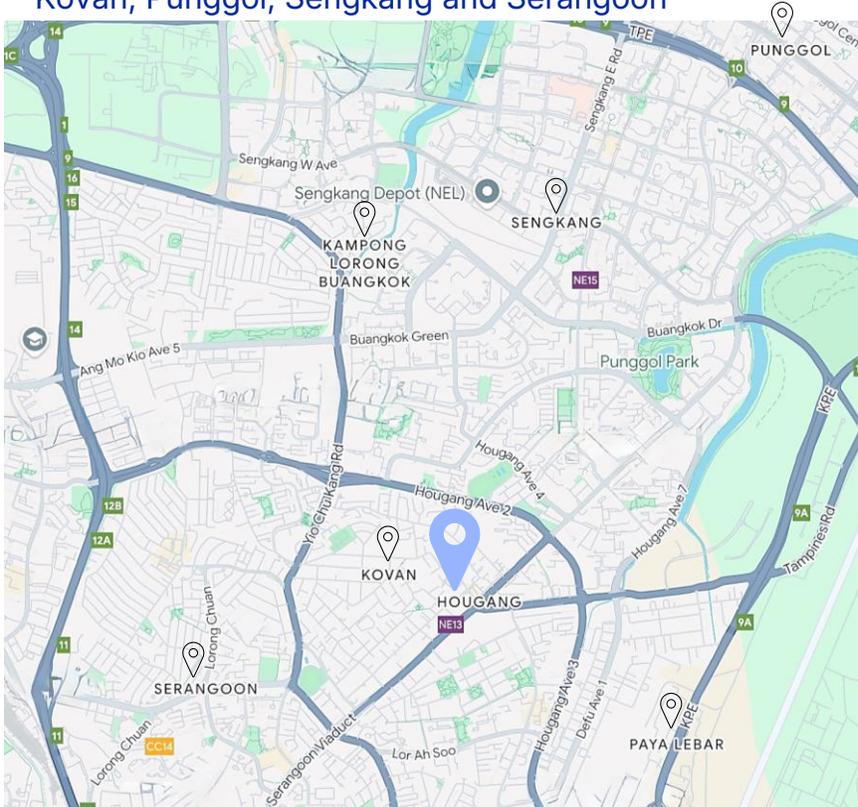
3 Establishing Strategic Foothold in the Northeast Region
 ✓ Marking entry into Singapore northeast where CICT has no presence
 ✓ Opportunity to expand retail footprint in Singapore where well-located suburban malls at transport nodes are tightly held and rarely available



Rationale for Development

4 Strong Population Catchment to Drive Sustainable Demand

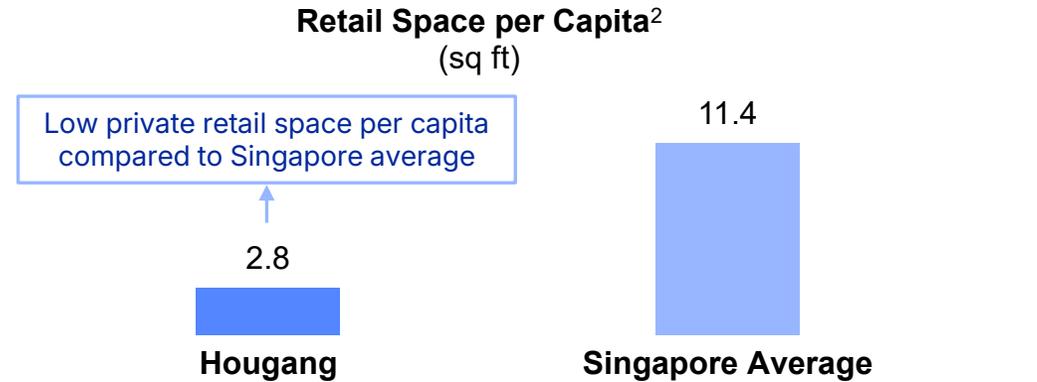
- ✓ Hougang ranks among Singapore's most populous precincts, with nearly 230,000 residents, placing it in the top 10 of the 55 residential zones¹
- ✓ Supported by residents from neighbouring precincts such as Kovan, Punggol, Sengkang and Serangoon



Map extracted from Google Maps

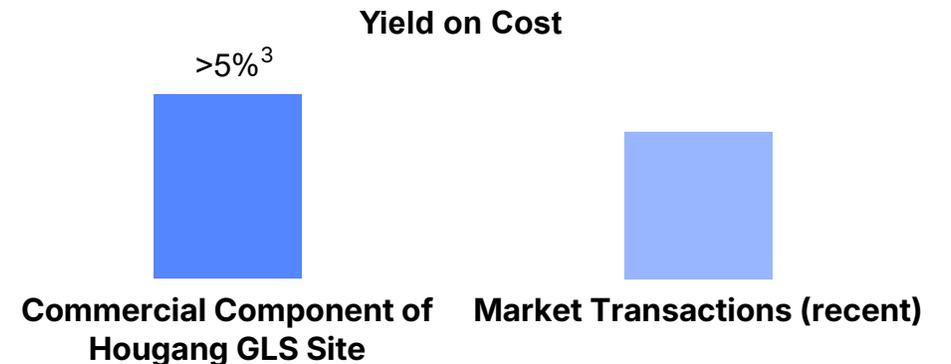
1. Based on population statistics from Department of Statistics Singapore.
 2. Based on population statistics from Department of Statistics Singapore and private retail space data from Urban Redevelopment Authority REALIS.
 3. Based on the valuer's estimated net income, assuming completion of the commercial component and taking into consideration the estimated total development cost of the commercial component.

5 Untapped Potential from Relatively Low Private Retail Space per Capita



6 Attractive Yield on Cost and Full Control to Shape the Commercial Component from Day 1

Expected >5%³, compares favourably with recent transactions of operating assets in the market



Update on Asset Enhancement Works

Gallileo

Elevating Galileo as a modern workplace



Status:

- Completed progressive handover of Phase 1 (office tower) to European Central Bank in Dec 2025

Target handover of Phase 2: 1Q 2026

Lot One Shoppers' Mall

Create value through increase in NLA, focusing on daily essentials and shopper convenience



Cost: S\$37M

ROI: >7%

Works:

- Create additional ~15,000 sq ft NLA
- Curate daily essentials and convenience-focused offerings at Basement 2 anchored by Fairprice
- Enhance connectivity with new sheltered bridge on Level 2

Status: Commenced AEI in Nov 2025; works ongoing

Target completion: 1Q 2027

Tampines Mall

Uplift asset value, enhance asset potential via upgrading works



Cost: S\$24M

ROI: ~7%

Works:

- Rejuvenate main entrance
- Refresh tenant mix and increase product offerings through space configuration

Status:

- Commenced AEI in Sep 2025; works ongoing
- Space handed over to new tenants such as Yeah Gelato, L'Occitane, Shiseido and Elemis - opening progressively from Feb to Apr 2026 at the newly configured entrance

Target completion: 3Q 2026

Raffles City Tower

Enhance overall user experience by refreshing key touchpoints and creation of end-of-trip facilities



Works:

- Refurbish Level 1 lobby to enhance user experience
- Create end-of-trip facilities to upgrade tenant amenities
- Upgrade transfer-floor lift lobbies and wayfinding to align with lift enhancements

Status: Commenced AEI in Nov 2025

Target completion: 4Q 2026

Acquired 55% Interest in CapitaSpring for \$1,045.0 million¹

CICT acquired the remaining 55% interest in Glory Office Trust (GOT) which holds CapitaSpring's Commercial Component (Acquisitions), from:

- CapitaLand Group Pte. Ltd. (45%)²
- Mitsubishi Estate Co., Ltd (10%)³

Overview

Agreed Property Value	S\$1,900.0 million (100% interest)
Valuation	<ul style="list-style-type: none"> • S\$1,905.0 million by Savills Valuation and Professional Services (S) Pte Ltd (appointed by trustee of CICT) • S\$1,895.0 million by Knight Frank Pte Ltd (appointed by Manager)
Total Acquisition Outlay	S\$482.3 million (55% interest)
Entry Yield	Low 4%

Financed through Private Placement

- ✓ Successfully raised gross proceeds of **S\$600 million** through private placement for 284.4 million units at S\$2.11 per unit; approximately 4.9 times oversubscribed



1. Based on 55% of the agreed property value of S\$1,900.0 million.

2. Acquisition via unit purchase agreement with, among others, Glory Office Pte. Ltd. (CL SPV Vendor), a wholly owned subsidiary of CapitaLand Group Pte. Ltd., in relation to the acquisition by the Trustee of 45% of the issued units in GOT held by the CL SPV Vendor.

3. Acquisition via unit purchase agreement with, among others, MEA Commercial Holdings Pte. Ltd. (MEACH Vendor), an unrelated third party, in relation to the acquisition by the Trustee of 10% of the issued units in GOT held by the MEACH Vendor.

Acquisition of an Iconic Destination Mall

Reinforces CICT as the proxy for high quality Singapore commercial real estate

- ✓ **Completed acquisition of 50% interest in ION Orchard and ION Orchard Link on 30 October 2024**
- ✓ **Addition of high-quality asset to CICT's portfolio**

Extraordinary General Meeting 2024 (EGM)

- ✓ Obtained unitholders' approval at the EGM for the proposed acquisition on 29 October 2024

Acquisition Financed via Equity Fund Raising

- ✓ Successfully raised gross proceeds of **S\$1.1 billion** comprising:
 - Private placement for 171.7 million units at S\$2.04 per unit was approximately 3.7 times oversubscribed
 - Preferential offering for 377.3 million units at S\$2.007 per unit was 130.5% oversubscribed based on valid and excess applications



S\$3,697.0m
Agreed Property Value



BCA Green
Mark Gold &
LEED Gold



On a 100% basis unless otherwise indicated

CICT owns 50% interest in ION Orchard

Redevelopment of Funan



Dec 2015:
Announced the redevelopment of Funan DigitaLife Mall

Jul 2016:
Commenced redevelopment

Sep 2016:
Conducted ground-breaking ceremony

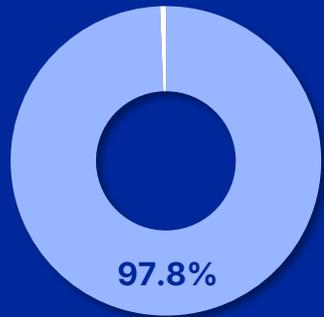
Sep 2018:
Announced structural completion

Jun 2019:
Reopened as Funan



Occupancy

Committed Occupancy as at 31 Dec 2025



■ Occupied¹ ■ Vacant

Value Created

Component 16-storey integrated development comprising:

- A 6-storey retail component
- 25-metre Tree of Life structure
- Two 6-storey office blocks
- 279-units of serviced residence
- Level 1 indoor cycling path
- A rooftop urban farm

Net Lettable Area Office: 214,100 sq ft
Retail: 318,100 sq ft
Total: 532,200 sq ft

Market Valuation S\$852.0 million as at 31 December 2025

Green Recognition

- BCA Universal Design Mark Gold^{PLUS}
- BCA Green Mark Gold^{PLUS}

1. The committed occupancy for the individual retail and office components is 96.3% and 100.0% respectively as at 31 December 2025.

Creating a Community for Work, Live and Play at Funan

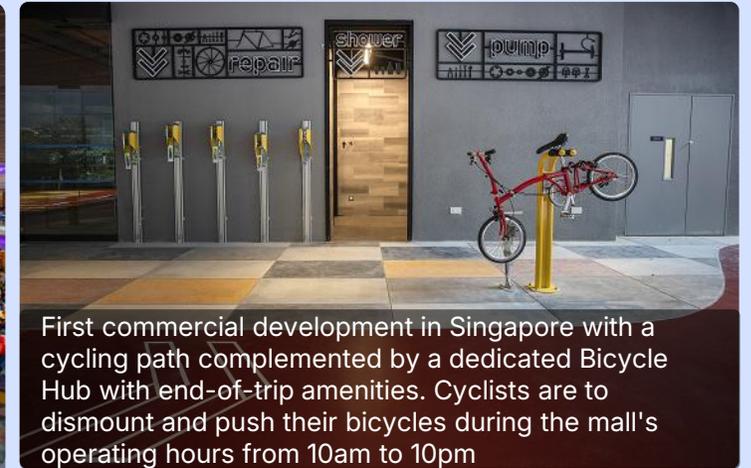
Anchored by the six passion themes – Tech, Craft, Play, Fit, Chich and Taste – Funan appeals to savvy consumers pursuing quality life in a socially-conscious and creative environment



Largest indoor rock-climbing facility in the CBD



Tree of Life centrepiece with plug-and-play retail pods that host pop-up stores



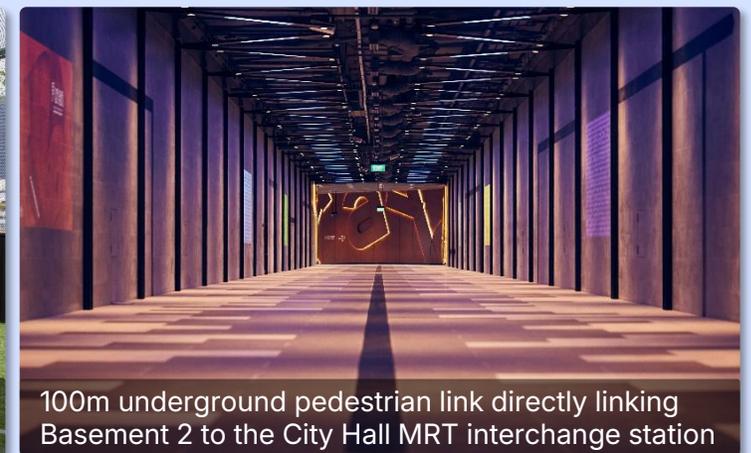
First commercial development in Singapore with a cycling path complemented by a dedicated Bicycle Hub with end-of-trip amenities. Cyclists are to dismount and push their bicycles during the mall's operating hours from 10am to 10pm



Singapore's first urban farm located at Funan's rooftop



Futsal court



100m underground pedestrian link directly linking Basement 2 to the City Hall MRT interchange station

Redevelopment of CapitaSpring



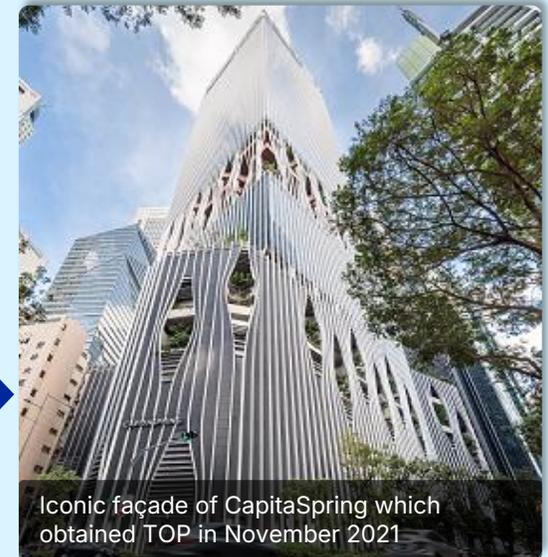
Jul 2017:
Announced the redevelopment of Golden Shoe Car Park

Feb 2018:
Conducted ground-breaking ceremony

Jan 2021:
Achieved topping-out milestone

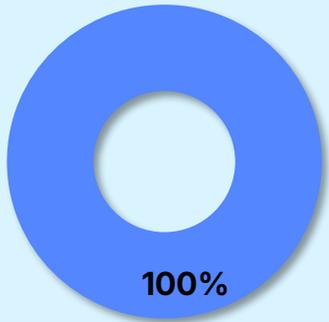
Jun & Aug 2021:
Achieved phased TOP for the office component

Nov 2021:
Achieved final TOP for the rest of the development



Occupancy

Committed Occupancy as at 31 Dec 2025



■ Occupied¹ ■ Vacant

Value Created

Component

- 51-storey integrated development comprising:
- 29 levels of premium Grade A offices
 - 299-units of serviced residences
 - An ancillary retail space
 - A hawker centre
 - 4-storey botanical promenade Green Oasis and Sky Garden
 - Technology-enabled social and activity spaces

Net Lettable Area Total: 673,800 sq ft

Market Valuation S\$1,900.0 million as at 31 Dec 2025

Green Recognition

- BCA Universal Design Mark Gold^{PLUS} (Design)
- BCA Green Mark Platinum

1. Committed occupancy includes the office and ancillary retail space but excludes the serviced residence component which was divested in May 2025.

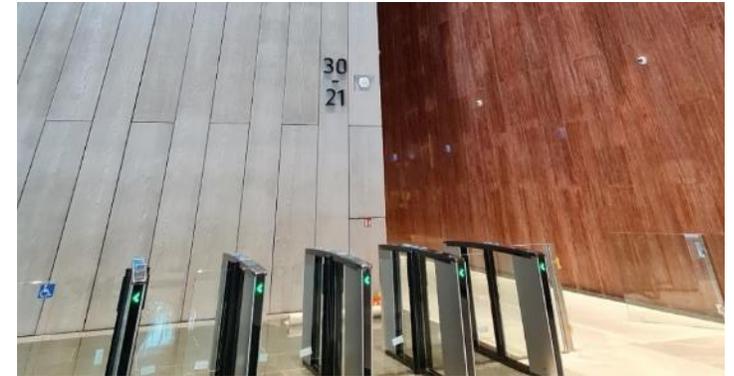
High-value Integrated Development with Premium Grade A Office Tower Offering Dynamic Work-Play Experiences



Premium flexible workspace at The Work Project



Lobby of Citadines Raffles Place Singapore, home for the business or leisure travelers



Seamless access with facial recognition, turnstiles and destination-controlled lift system



Secure bike parking with end-of-trip facilities



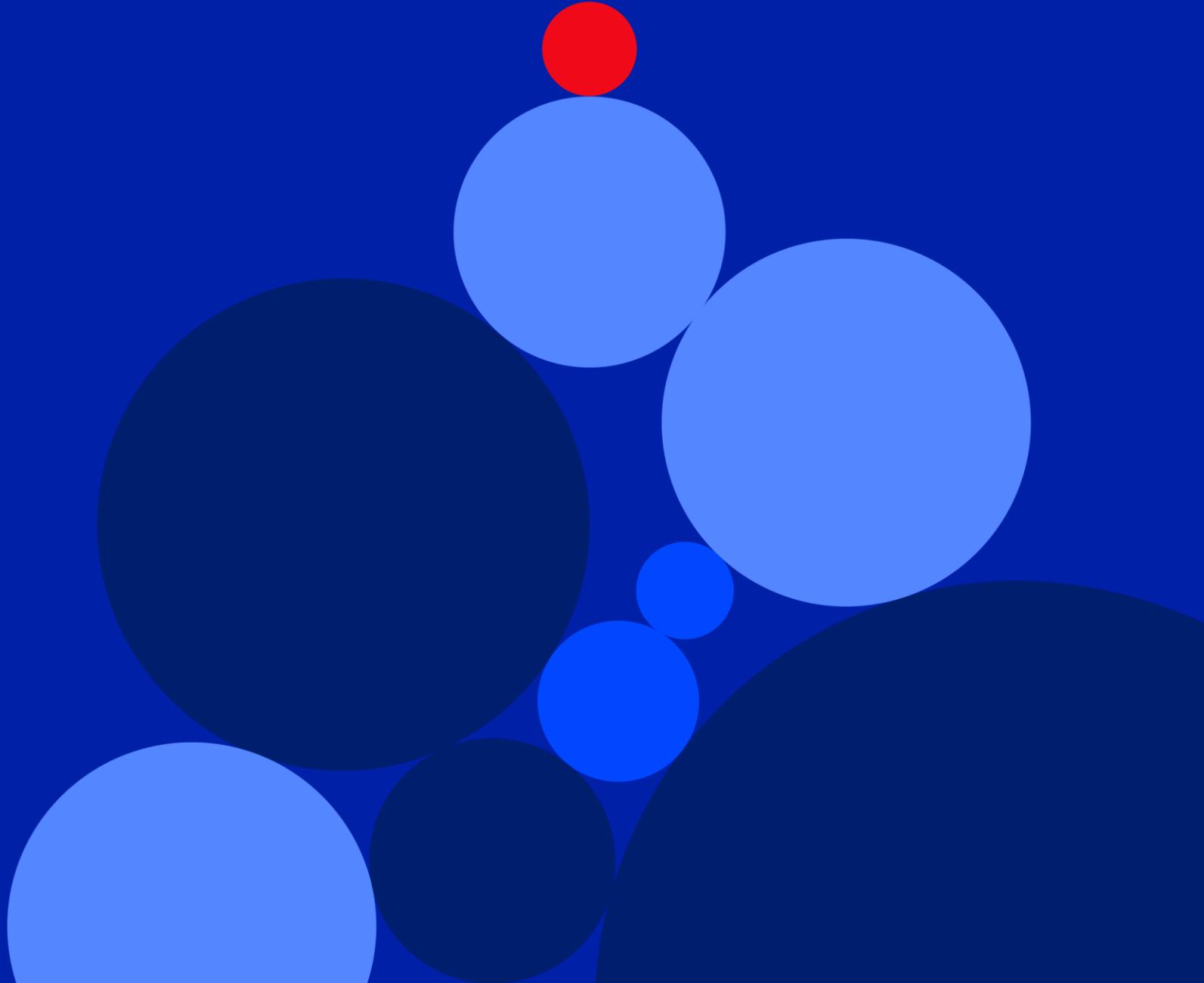
Singapore's tallest urban farm soaring on Level 51



Play meets wellness through workouts in the Green Oasis

04

Capital Management

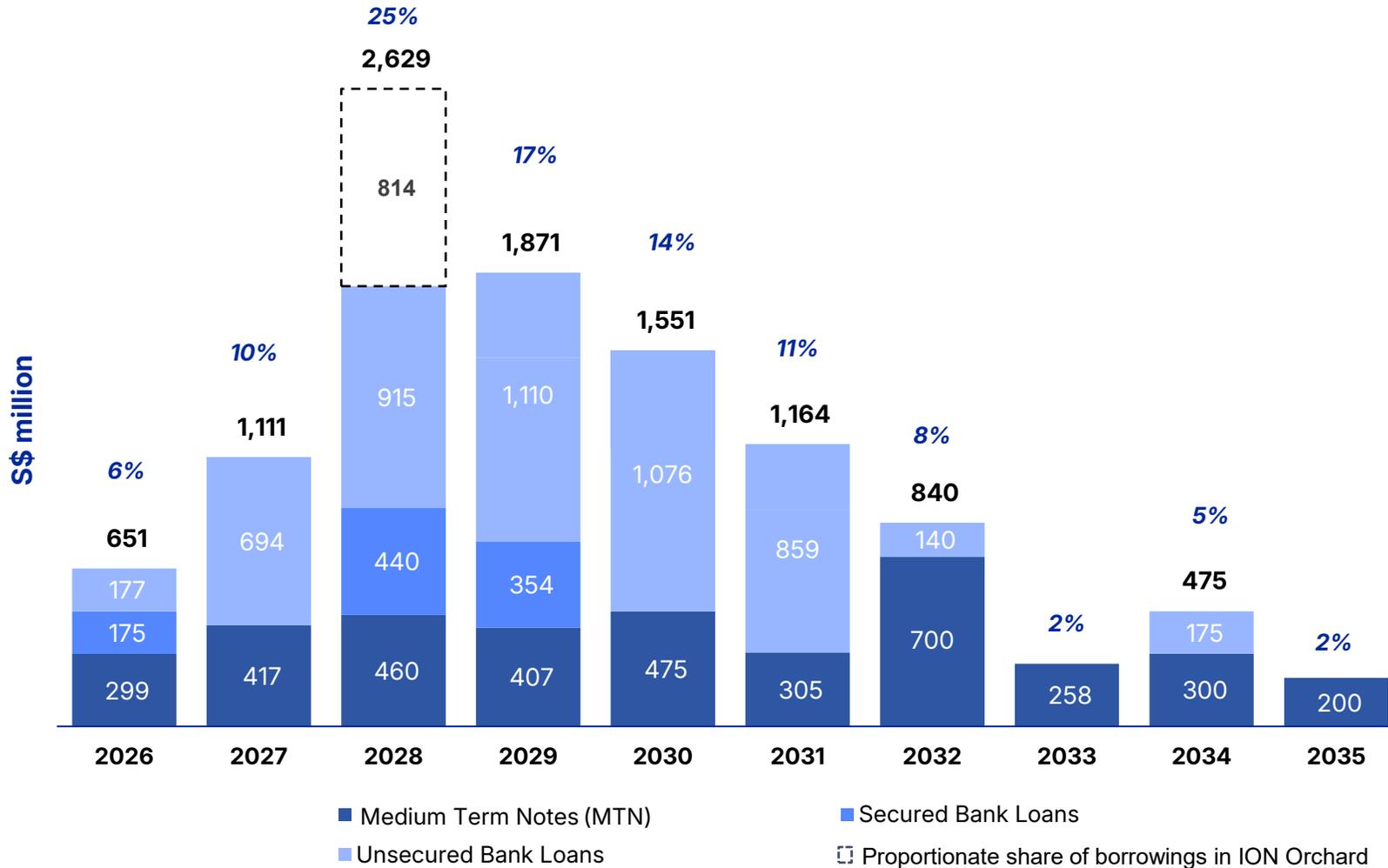


Proactive Capital Management

	As at 31 Dec 2025	As at 30 Sep 2025	As at 31 Dec 2024
Aggregate Leverage ¹	38.6%	39.2%	38.5%
Total Borrowings (S\$ billion)	10.0	10.1	8.9
% of Borrowings on Fixed Interest Rate	74%	74%	81%
% of Total Assets that are Unencumbered	91.6%	86.5%	93.8%
Interest Coverage Ratio (ICR) ²	3.7x	3.5x	3.1x
Average Term to Maturity (years)	4.0	3.9	3.9
Average Cost of Debt ³	3.2%	3.3%	3.6%
CICT's Issuer Rating ⁴	'A3' by Moody's 'A-' by S&P	'A3' by Moody's 'A-' by S&P	'A3' by Moody's 'A-' by S&P
ICR Sensitivity ⁵ :			
• 10% decrease in EBITDA	3.3x		
• 100bps increase in weighted average interest rate ⁶	2.8x		

1. In accordance with Property Funds Appendix, the aggregate leverage ratio includes proportionate share of borrowings as well as deposited property values of joint ventures. As at 31 December 2025, the total borrowings including CICT's proportionate share of its joint ventures is S\$10.7 billion. The ratio of total gross borrowings to total net assets as at 31 December 2025 is 66.3%.
2. Ratio of earnings of CICT Group, before interest, tax, depreciation and amortisation (excluding effects of any fair value changes of derivatives and investment properties, foreign exchange translation, non-operational gain/loss as well as share of results of joint ventures) and distribution income from joint ventures, over interest expense and borrowing-related costs, on a trailing 12-month basis. CICT did not issue any hybrid securities.
3. Ratio of interest expense over weighted average borrowings.
4. Moody's Ratings has affirmed CICT's A3 rating with a stable outlook on 7 August 2025.
5. In accordance with the Monetary Authority of Singapore's revised Code on Collective Investment Schemes dated 28 November 2025.
6. Assuming 100bps increase in the weighted average interest rate of all hedged and unhedged borrowings.

Well Spread Debt Maturity Profile¹



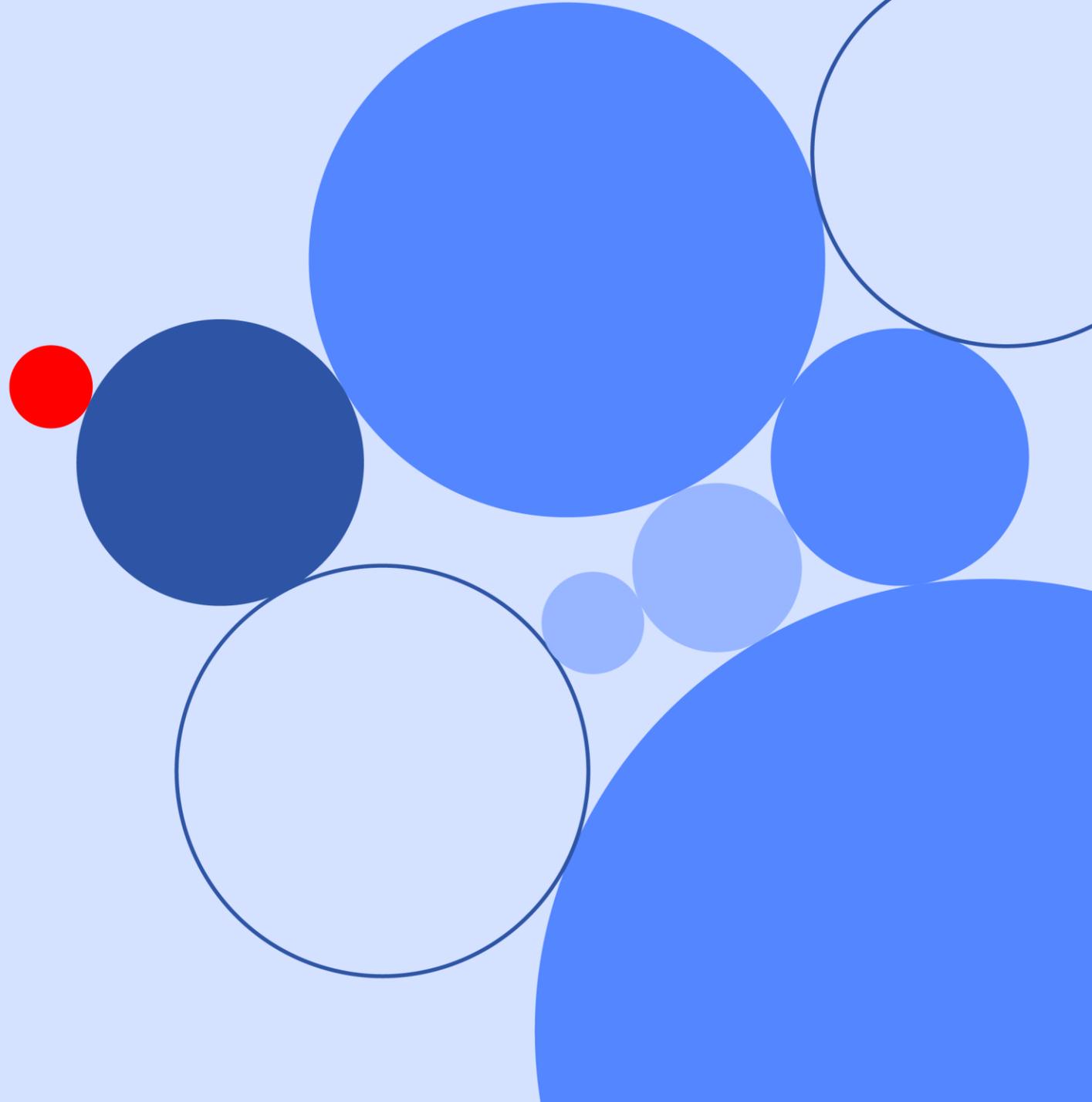
1. Based on CICT Group's borrowings, including proportionate share of borrowings in joint ventures as at 31 December 2025.
 2. Based on CICT Group's borrowings, excluding proportionate share of borrowings in joint ventures as at 31 December 2025.
 3. Computed on full year basis on floating rate borrowings (26% of total borrowings) of CICT Group (excluding proportionate share of borrowings in joint venture) as at 31 December 2025.
 4. Based on the number of units in issue as at 31 December 2025.
 Please visit [CICT's website](#) for details of the respective MTN notes.

Exclude share of JV's borrowings	
Funding sources as at 31 December 2025²	
MTN	38%
Unsecured bank loans	52%
Secured bank loans	10%
Interest rate sensitivity assuming 1% p.a. increase in interest rate	
Estimated additional interest expense	+S\$26.36 million p.a. ³
Estimated DPU	-0.35 cents ⁴
Include proportionate share of JV's borrowings	
Sustainability-linked/green loans and green bond issuance	
Outstanding	S\$6.8 billion

% of total borrowings	63.1%
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05

ESG Performance



Advancing our ESG Ambition

Award Recognition in 2025



Singapore Corporate Awards 2025

- Best Annual Report Gold
- Best Investor Relations Gold



SIAS Investors' Choice Awards 2025

- Winner for Singapore Corporate Governance Award (REITs & Business Trusts Category)



REITs Symposium Award 2025

- Winner of Best Managed REIT Award
- Winner of Most Preferred REIT Leadership Award



ASEAN Corporate Governance Awards

- One of the Top 5 Public Listed Companies (PLC) in Singapore and
- Top 50 ASEAN PLC

Ratings & Rankings in 2025



GRESB Public Disclosure Rating

- Maintained **5-Star Rating** with a score of **92 points**
- Maintained **'A' for GRESB Public Disclosure** with a score of 100 points



FTSE4Good Index

- Constituent since Sep 2007



MSCI ESG Rating

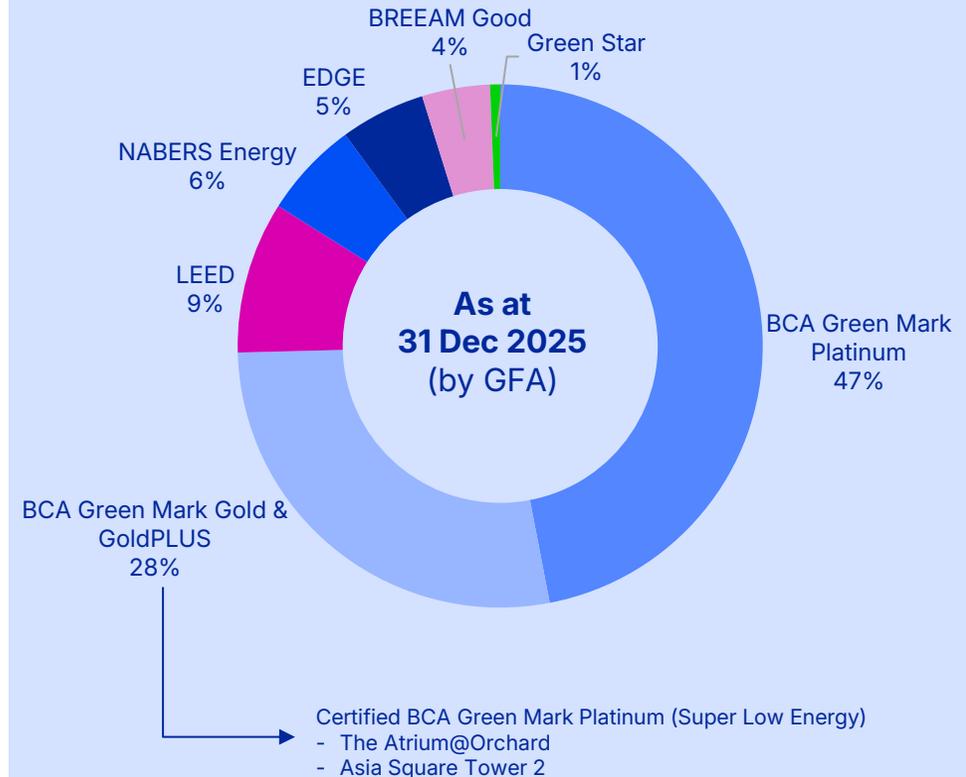
- CICT received an **AA rating** in the **MSCI ESG assessment**



2025 Fortune Southeast Asia 500

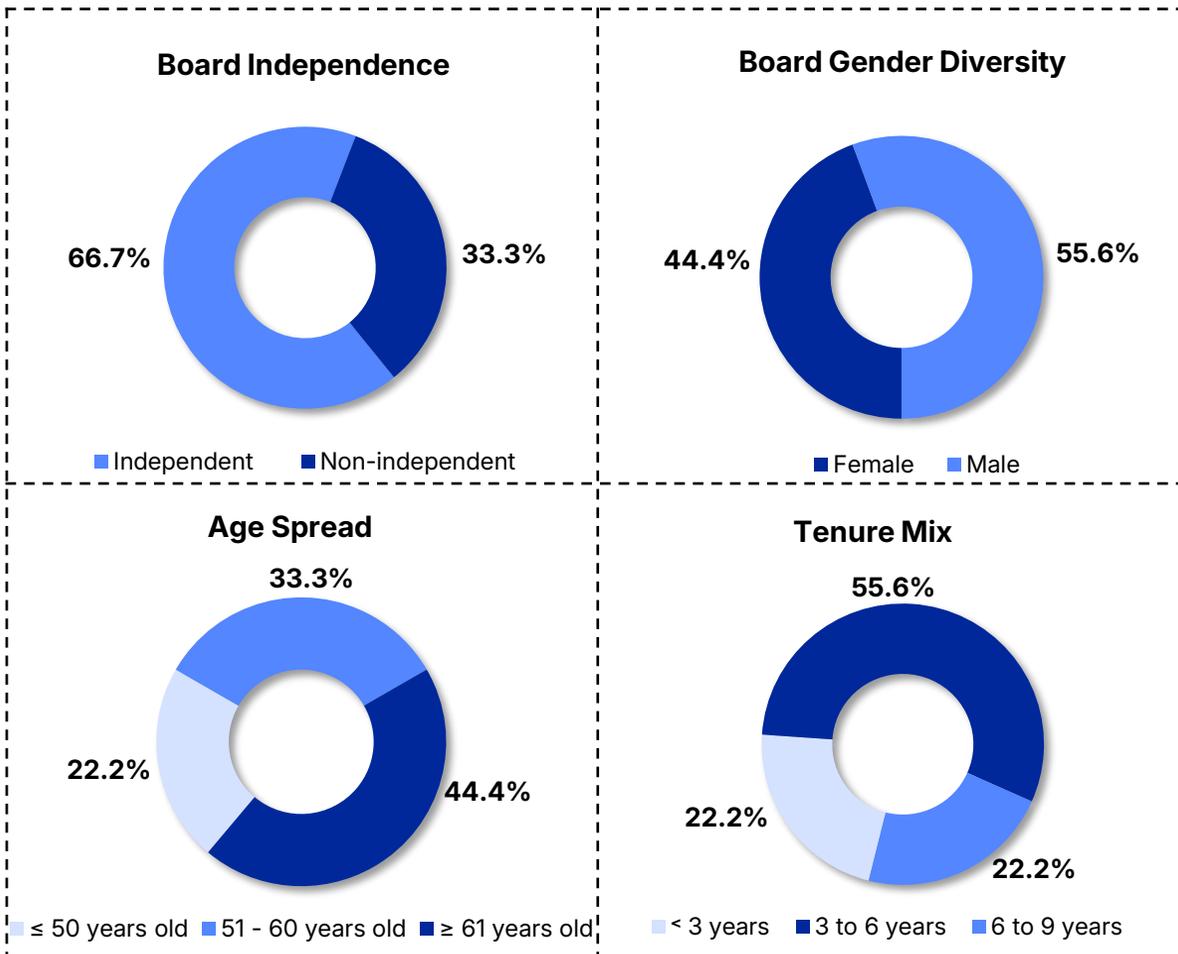
- CICT included in the list (**advanced six positions in the rankings**)

Portfolio >99% Green-rated



Anchored by Strong Governance to Drive Sustainable Performance

Board Diversity



Above information is as at 31 December 2024.

Board Composition, Independence & New Committee

- ✓ 9 Board Members
- ✓ Chairman of the Board is an Independent Director
- ✓ Majority of the Directors has served less than 6 years on the Board as at 31 May 2025
- ✓ All members of the Audit and Risk Committee (ARC), including the Chairman of the ARC, are Independent Directors
- ✓ Formation of Nominating and Remuneration Committee (NRC) in 2021 with an independent Chairman

Curating Shared Experiences That Strengthen Community Bonds and Foster Engagements



Community Chest SG SHARE Initiative @ Various Malls:
Aimed at raising awareness and drive donations through mall-wide digital outreach



SportSG & Active Parent @ Westgate:
Promoted family bonding through parent-child activities



Red Pencil Singapore @ Junction 8:
Supported seniors' well-being through creative expression



Tron: Ares Pop-up @ Bugis+:
Fans immersed themselves in the Tron universe



POP LAND POP-up Store @ Bugis+:
POP Mart's first international immersive POP LAND POP-up store



#LoveOurSeniors Carnival @ IMM Building
Promoted senior inclusion through community activities



Celebrate Singapore Tabletop Game Show @ Bukit Panjang Plaza:
Empowered youth learning through play, storytelling and invention



National Council of Social Service @ Various Malls:
Galvanised Singaporeans to donate and volunteer through mall-wide digital outreach



CQ Afterlight at CQ @ Clarke Quay:
Singapore's first social culture festival combining art, tech and music



"Dreams Of Wonder" @ Raffles City Singapore:
Raffles City Singapore transformed into a festive circus wonderland in partnership with DIOR Beauty

CICT's Total Return Performance vs Indexes

As at 31 December 2025	Total Returns (assuming dividends reinvested ¹)		
	1-Year	3-Year	5-Year
CICT	29.9%	38.5%	41.9%
<i>CICT Simple Average (p.a.)</i>	-	13.7%	11.1%
FTSE ST Real Estate Index	22.4%	17.2%	19.7%
FTSE ST REIT Index	16.9%	16.7%	9.8%

1. Total return refers to the capital gains (based on the difference in the closing unit price on the last trading day prior to the commencement of the period and the closing unit price on the last trading day of the period) and the total distributions paid over the stipulated period over the closing unit price on the last trading day prior to the commencement of the period.

Source: Bloomberg, as at 7 January 2026



Thank You

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