

# Lodging – Accelerating our Asset-light Growth

Kevin Goh

CEO, Lodging, CapitaLand Investment Limited

CEO, The Ascott Limited

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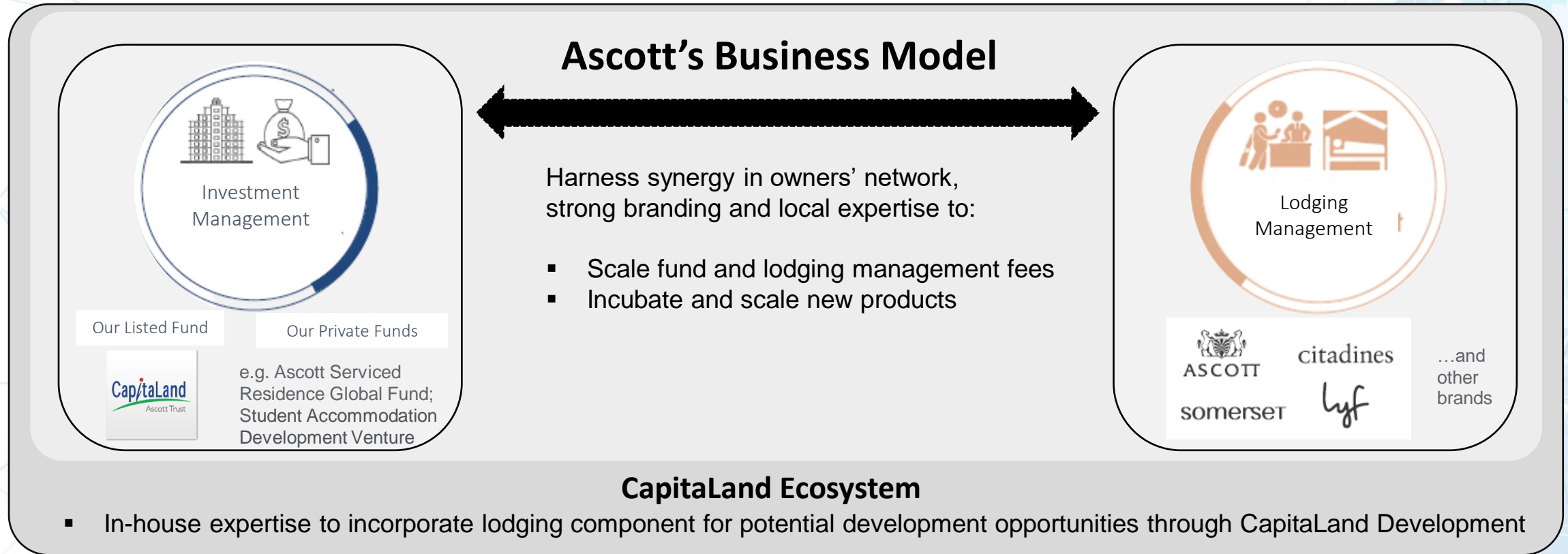
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# CLI's Lodging Business

*A Differentiator for CLI's Business Model*

# A Resilient and Differentiated Business Model Powered by Two Engines of Growth



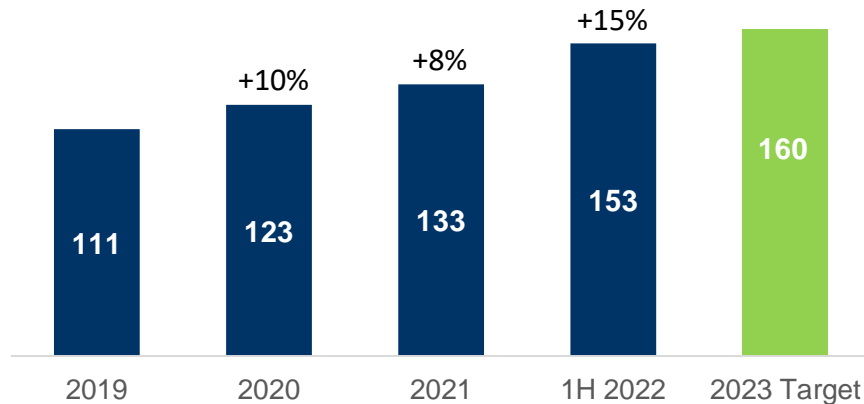
**CLI's lodging business is well-poised to ride on post-COVID travel recovery to enter a phase of accelerated asset-light growth**



# Increasingly Asset Light Growth to Achieve Stable Recurring Income

## Healthy portfolio growth

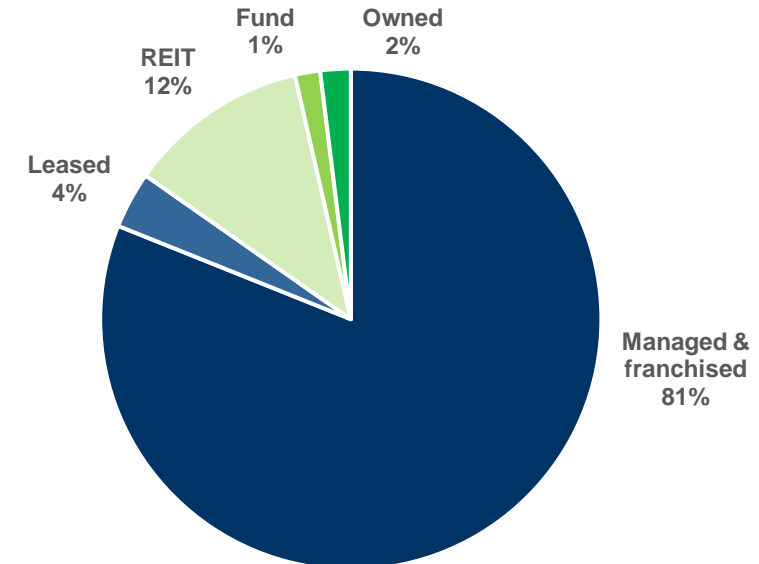
Lodging units in portfolio ('000 units)



- Healthy net room growth<sup>1</sup> in 1H 2022:
  - 15% YTD (inclusive of Oakwood)
  - 9% YTD (excluding Oakwood)

<sup>1</sup>Net Room Growth represents new rooms added in 2022 net of terminations

## Third party managed/franchised contracts underpins our asset light growth



- **Increasingly asset-light model:**
  - ~80% of contracts are managed and franchised, compared to 39% in 2011
- **Stable recurring income:**
  - Provided by long contract duration of 10+10 years

# Ascott's Growth is Further Accelerated by Strategic M&A

## Building on Ascott's strategic acquisitions in the past years to augment our leading market position in the global lodging segment

2017



+13K units<sup>1</sup>

- Acquisition of Quest Apartment Hotels, one of the largest serviced apartment operators in **Australasia** to grow business franchise arm
- Acquisition of Synergy Global Housing, a leading corporate housing provider in the **USA**

2018



+20K units<sup>1</sup>

- Acquisition of TAUZIA Hotel Management, one of the top hotel operators in **Indonesia**, to enter fast-growing middle-class business hotel segment

2022



+15k units<sup>1</sup>

- Acquisition of Oakwood, a global serviced residence provider, with presence in **15 countries globally**
- **Cements Ascott's position as one of the top three extended stay serviced residence providers in the world<sup>2</sup>**

... adding to Ascott's growing portfolio of global brands

Note:

1. At the time of acquisition announcement of the entity
2. Global Service Apartment Industry Report 2021

# Most Recent Acquisition of Oakwood Demonstrates Focused Execution of CLI Lodging Management Strategy

Ascott's most recent acquisition of Oakwood Worldwide (Oakwood) to scale up CLI's lodging management platform growth to more than 150K units globally → Targeted 160K units by 2023 well within reach



Oakwood Premier Melbourne

## Acquisition of Oakwood Builds on Our Lodging Management Strategy

- Strengthening of global leadership position
- Pursuit of asset-light portfolio
- Expansion of owners, customers, guests' network
- Enhancement of global brand portfolio
- Gain of synergies from expanded portfolio



# Ascott Offers a Wide Variety of Lodging Products Today

Short

Length of stay

Long



**Hotels**



**Co-living**



**Serviced Residences**



**PBSA & Rental Housing**



## Resilience of our products

- *Able to pivot long stay/short stay based on demand at each location*
  - ❖ *Long stay provides cushion during down times*
  - ❖ *Short stays allows for higher yield*



Citadines Raffles Place  
Rooms: 1/3 studios, 2/3 long-stay



# One of Ascott's Key Lodging Products is *lyf*, a concept designed for next generation guests...

## Versatile in location

### City Centre



### Business Park



### City Fringe



## Functional in space



*Beds raised, practical storage underneath (e.g. luggage)*

*Lean structure for clothes in place of usual wardrobes*

*Space saving murphy bed*





# One of Ascott's Key Lodging Products is *lyf*, a concept designed for next generation guests...

Big on living spaces and events to draw residents together

Event & Living Spaces



5 Content Pillars for engagement

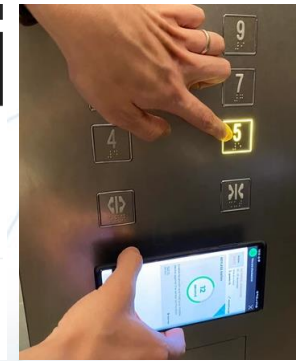
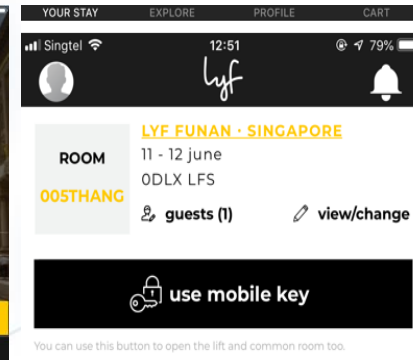
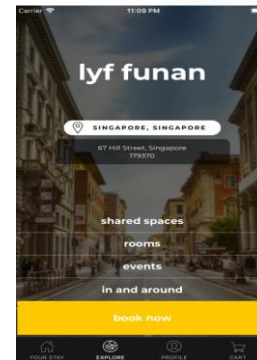


And together with tech features, *lyf* outdoes what a home provides

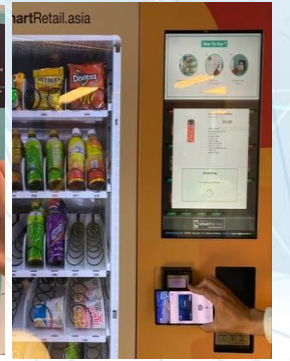
Launch of *lyf* Innovation Lab (with Temasek Poly):  
To trial digital enabled offerings in *lyf* properties



Your phone is all you need – App facilitates stay and experiences. Mobile key enables a seamless experience for guests



Cashless Services (Washer/Dryer, F&B)



# Why lyf?

- **Opportunity to be a dominant player in the co-living space, as well as tap on trends that Covid has accelerated**
  - e.g. Trends of digital nomads & remote working
- **Good traction so far and strong potential moving forward**
  - Started lyf in 2019 and since then have expanded to 21 lyf properties (with 13 more under development)
  - Occupancy ramp up for new properties give confidence of demand – *lyf One North* hit 85% in 3 months
  - Confidence to pursue a 150-property portfolio by 2030
- **Plays on strengths of CLI's Lodging Business Model**
  - Track record in lodging management fuels investor confidence and creates opportunities to test new products which in turn accelerates the asset light expansion of footprint



# Key Takeaways for CLI's Lodging Business

- Ascott's lodging business is a resilient one. It is powered by two complementary engines of growth
- An asset light strategy is being pursued to achieve recurring income, we are pursuing growth both organically and inorganically
- Our business model allows Ascott to better scale new products, as shown in the building of lyf brand

# Thank You



For enquiries, please contact:  
Ms Grace Chen, Head, Investor Relations  
Email: [groupir@capitaland.com](mailto:groupir@capitaland.com)

**CapitaLand Investment Limited**  
168 Robinson Road #30-01 Capital Tower Singapore 068912  
Tel: (65) 6713 2888 Fax: (65) 6713 2999  
[www.capitalandinvest.com](http://www.capitalandinvest.com)