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CapitaLand Investment

Stay  
your  
way

Global living with  
unlimited possibilities

The Ascott Limited  
≡ **Global Living**  
with **Unlimited**  
**Possibilities**

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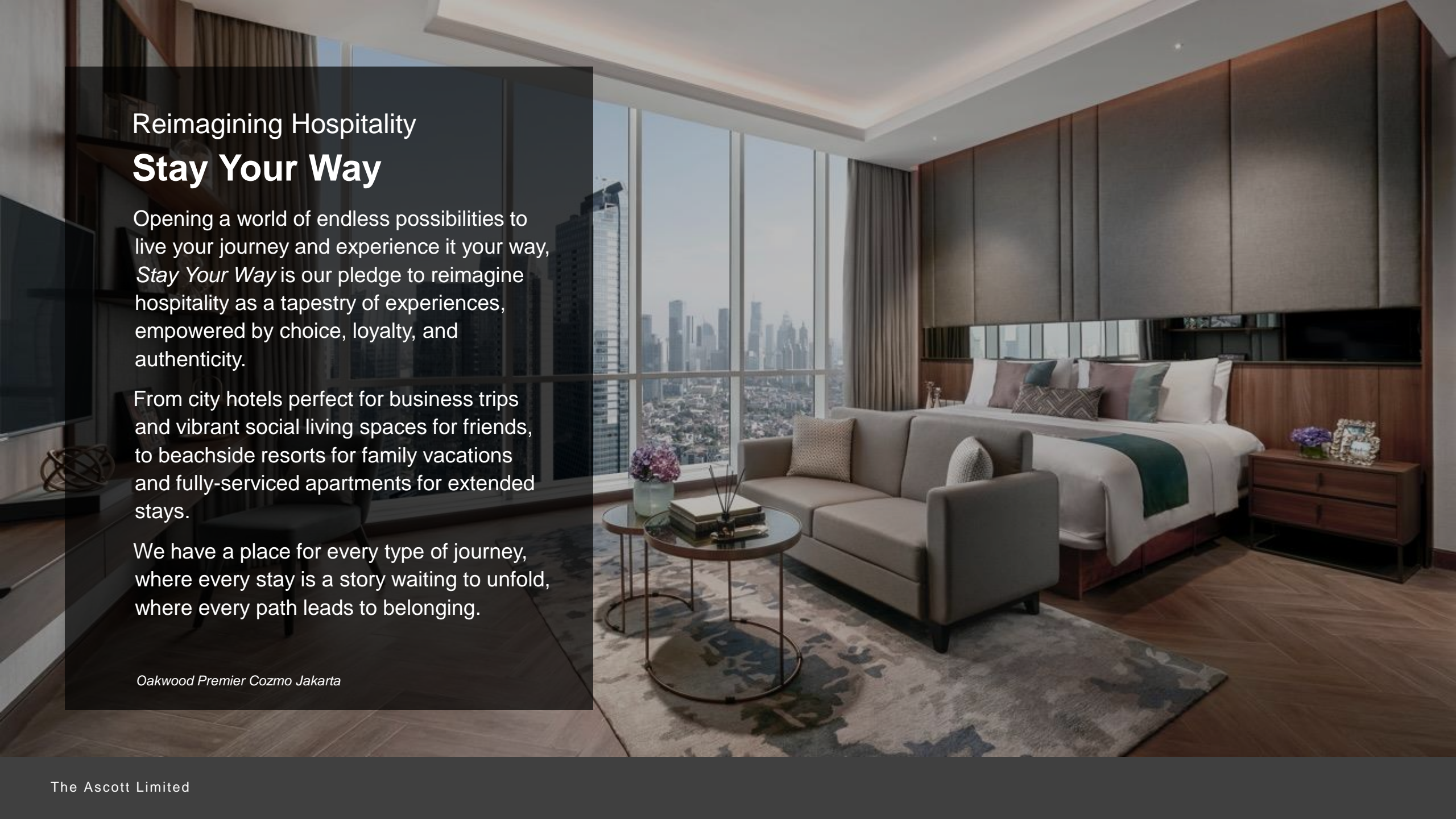
## The Ascott Limited **We Enrich Global Living**

At Ascott, our vision is to be the preferred hospitality company - creating sustainable positive impact by enriching global living with heartfelt experiences.

Since opening Asia Pacific's first international class serviced residence - The Ascott Singapore - more than four decades ago, we have grown into a leading operator in the hospitality industry.

Defined by our scale, flexibility, and unparalleled growth, Ascott delivers stay experiences beyond the ordinary.

*Oakwood Premier Tokyo*



## Reimagining Hospitality **Stay Your Way**

Opening a world of endless possibilities to live your journey and experience it your way, *Stay Your Way* is our pledge to reimagine hospitality as a tapestry of experiences, empowered by choice, loyalty, and authenticity.

From city hotels perfect for business trips and vibrant social living spaces for friends, to beachside resorts for family vacations and fully-serviced apartments for extended stays.

We have a place for every type of journey, where every stay is a story waiting to unfold, where every path leads to belonging.

*Oakwood Premier Cozmo Jakarta*

# Heritage and Development Milestones

From having a longstanding reputation in extended stays to becoming a global hospitality leader

1984



1984 - The Ascott Singapore, Asia Pacific's First International-Class Serviced Residence Opened on 14 August 1984

2004 - Acquired Citadines in Europe to Become the Largest International Serviced Residence Operator Outside the USA



2004

2007



2007 – Opened Global Training Centre, Ascott Centre for Excellence

Ascott is Singapore's first and only serviced residence company to extend hospitality training programmes to the public.

2008 – Acquired and Transformed SEA's Tallest Office Tower in the 1950s into Ascott Raffles Place Singapore



2008

2010



2010 – First in the Serviced Residence Industry to Offer 'Best Rate Guarantee'

2016 – Debuted The Crest Collection to Offer One-of-a-Kind Stay Experiences



2016



2016 - Trailblazed lyf as an Experience-Led Social Living Solution for the Next-Generation Traveller

2017



2017 - Acquired Stake in Quest Apartment Hotels to Become Australasia's Largest Serviced Residence Provider

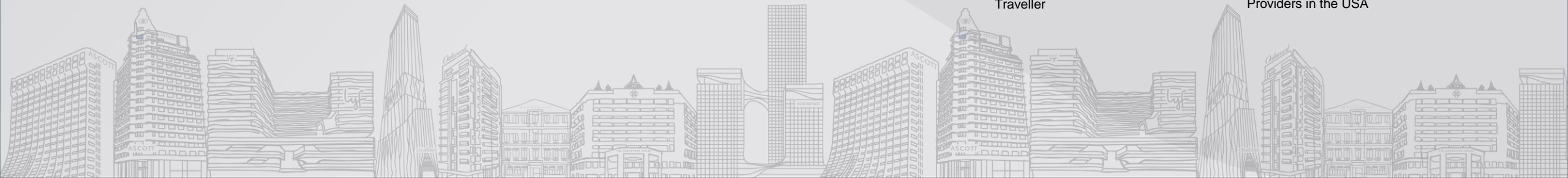


2017 - Acquired Major Stake in Synergy Global Housing, Becoming One of the Largest Extended Stay Accommodation Providers in the USA

2018 – Expanded Access to Hotels Segment with Acquisition of Stake in TAUZIA Hotel Management, a Leading Hotel Operator in Indonesia



2018



# Heritage and Development Milestones

From having a longstanding reputation in extended stays to becoming a global hospitality leader

2019



2019 - Unveiled Ascott Star Rewards, the First Loyalty Programme in the Serviced Residence Industry

2020 – Accelerated Digital Transformation Journey with Launch of Discover ASR Mobile App



2020

2021



2021 – First Hospitality Company in the World to Offer Complimentary 24/7 On-Call Wellness & Security

2021 - Unified 14 Brands Spanning Serviced Residences, Coliving Apartments, Hotels & Resorts with DiscoverASR.com

2022 - Acquisition of Oakwood Leapfrogged Ascott to Become One of Top Three Extended-Stay Serviced Residence Providers

Source: Global Serviced Apartment Industry Report 2022



2022

2022 - Embarked on Global Brand360 Programme to Deliver Sharpened Brand Stories and Stay Experiences

2022 – Established Commitment to Sustainable Tourism with Launch of Ascott's Sustainability Framework, Ascott CARES



2023



2023 - Dialed Up on Hotel-In-Residence Hybrid Model with Unveiling of Refreshed Namesake Ascott Brand



2023 - Strengthened Innovation Journey with Generative AI-Powered Chatbot to Enhance Booking Experience

2024 – Marked 40 Years in Hospitality Service and Embarked on a Transformative Journey to Deliver Even Greater Value for Guests, Owners, Partners and Associates

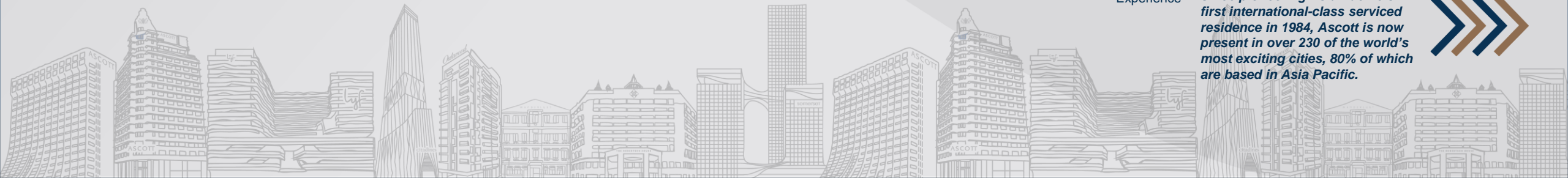
2024 – Ascott Star Rewards Turned 5 and Unveiled Enhanced Benefits and Elevated Member Experiences



2024

2024 – Became the 'Official Global Hotels Partner' For Chelsea Football Club

Since pioneering Asia Pacific's first international-class serviced residence in 1984, Ascott is now present in over 230 of the world's most exciting cities, 80% of which are based in Asia Pacific.



# Global Footprint

Setting new standards as one of the world's fastest growing hospitality companies

>1,000 properties  
14 brands

>230 cities  
across more than  
40 countries

1 Listed Trust

3 Private Equity Funds



Note: Figures as of 31 July 2025.

# Awards and Accolades



Biggest serviced residence winner in 2024, with 35 awards including **Leading Serviced Apartment Brand 2024** in the **World, Europe, Saudi Arabia and Asia** categories



**Best Serviced Residence Brands in Asia Pacific 2025**

With two brands ranked top five:  
1. Ascott  
4. Oakwood



**Best Serviced Apartment Brand in the Middle East 2025**

Business Traveller Middle East Awards  
Won for the 8<sup>th</sup> consecutive year since 2018



**Best Serviced Residence Operator in China 2025**

Won for the 17<sup>th</sup> consecutive year since 2009



**AI - Hospitality and Leisure 2025**  
Winner



**Best Serviced Residence Group – Asia Pacific 2024**

Won for the 9<sup>th</sup> consecutive year since 2016



**Best Serviced Residence Brand 2024**

**Best Serviced Residence Brand in Asia-Pacific 2024**

Business Traveller Asia-Pacific Awards  
Won for the 21<sup>st</sup> consecutive year since 2004

**Best Serviced Apartment Brand 2024**

Business Traveller UK Awards  
Won for 4<sup>th</sup> consecutive year since 2021



ASCOTT

## 02 Our Brand Portfolio

# A Brand for Every Traveller

Whether travelling solo or with family, for business or for leisure, Ascott's diverse portfolio of hospitality brands is thoughtfully designed to meet the unique needs of every guest's travel journey. Every brand has a distinct story and delivers a memorable experience whether for a short stay or a place to call home.

discoverasr.com

asr ascott  
star  
rewards

  
ASCOTT

citadines

lyf

Oakwood

somerset

*The Crest Collection*

THE UNLIMITED  
COLLECTION

FOX  
HOTELS

HARRIS  
HOTELS

pop!  
HOTELS


PREFERENCE  
HOTELS

QUEST  
APARTMENT HOTELS

Vertu  
HOTELS

YELLO  
HOTELS

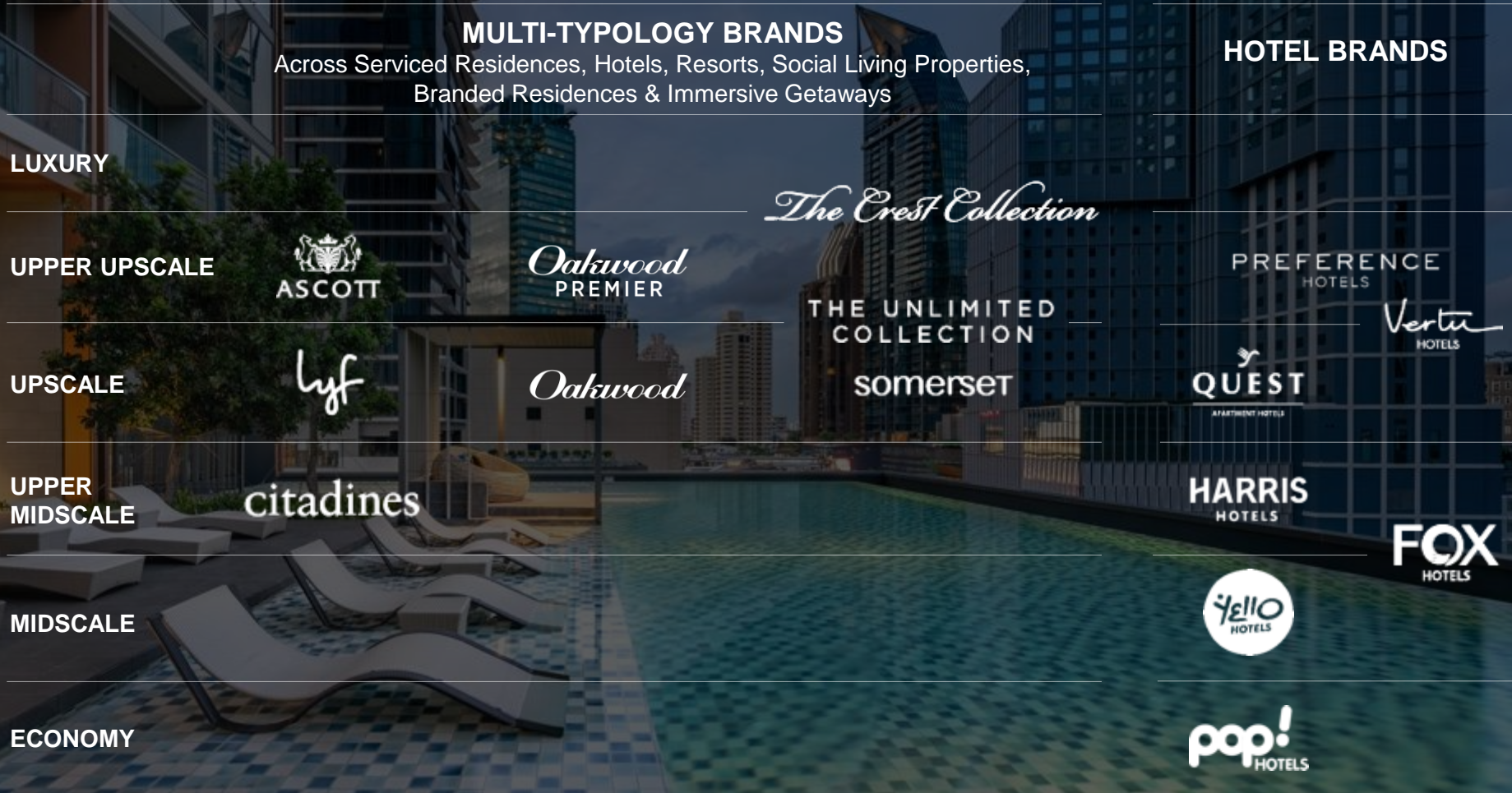
Brand Partner

 SYNERGY

# Iconic and Dynamic Brands with High Adaptability across Property Typologies

Through an innovative flex-hybrid model that builds on our leadership in extended stays, our suite of brands caters to every type of guest.

Adapting across different typologies, spanning select to full-service operations, we are well-placed to meet a wide range of travel purposes and lengths of stay.



# Multi-typology Brands for Every Travel Intent



<b>Tagline</b>	Savour the Art of Living	For the Love of Cities	A New Way to Belong	<i>Oakwood Premier:</i> The Luxury of Comfort <i>Oakwood:</i> Step into Your Comfort Zone	Where Harmony is Second Nature	A Story Behind Every Door	Genuinely U, Limitlessly Authentic
<b>Target Audience</b>	C-suites and Executives	Individual Travellers aged 25-45	Digital nomads, technopreneurs, creatives & self-starters	Bleisure Travellers	Multi-generational Families and Groups	Luxury Experience Seekers	Local Experience Seekers
<b>Brand Essence</b>	Understated Luxury	Infinite Possibilities	Live Your Freedom	Home+Beyond	Harmony	Heritage	The Charm of Culture
<b>Brand Passion</b>	Fine Arts	Coffee	Community	Comfort	Sustainability	Unique to Property	Unique to Property
<b>Brand Signatures</b>	<ul style="list-style-type: none"> <li>Lobby Art Installations</li> <li>Themed Suites</li> <li>Ascott Soiree</li> <li>Ascott Artisans</li> </ul>	<ul style="list-style-type: none"> <li>Café Check-in Experience</li> <li>Convertible Spaces</li> <li>activ<sup>∞</sup></li> <li>For the Love of Coffee</li> <li>Citizens</li> </ul>	<ul style="list-style-type: none"> <li>Creative spaces</li> <li>lyf community</li> <li>#lyfgoeslocal</li> <li>lyf crew</li> </ul>	<ul style="list-style-type: none"> <li>Feels Like Home</li> <li>Home on a Plate</li> <li>All you Knead is Comfort</li> <li>Oakbar</li> <li>Oakwood GEMs</li> </ul>	<ul style="list-style-type: none"> <li>Lobby Wall Feature</li> <li>Eco Play Area</li> <li>Themed Suites</li> <li>Sustainability Passport Programme</li> <li>Cubby &amp; Friends</li> <li>Somerset Guardians</li> </ul>	<ul style="list-style-type: none"> <li>Head of House (Chief Storyteller)</li> <li>The Residence Story</li> <li>Concept Suites &amp; Rooms</li> <li>Reading Room (Lounge)</li> </ul>	<ul style="list-style-type: none"> <li>Unique Design</li> <li>Lobby Bar / Lobby Lounge (U Bar)</li> <li>U Shop</li> <li>Gen-U's</li> </ul>

# Hotel Brands for Distinctive Journeys



Tagline & Essence	Unveiling The Senses	Everyday Runway	As Local As You Like It	Living in Balance	Do It Your Way	Freedom of Expression	Vibing All Along
<b>Target Audience</b>	The Globetrotter <i>Thriving on discoveries and experiences</i>	The Wanderlust <i>Appreciating lifestyle and professional growth</i>	The Connected Traveller <i>For those who live, work and travel with purpose. Quest offers space, thoughtful amenities, and local know-how to make every stay effortless.</i>	The Blended Traveller <i>The all-rounder seeking balance, connection and memories</i>	The Multi-faceted Traveller <i>Seamlessly blending work, leisure, and exploration</i>	The Socialiser <i>aged 18-35, valuing meaningful and shared experiences</i>	The Non-Conformist <i>Unapologetic and unpredictable, embraces community</i>
<b>Brand Passion</b>	Storytelling	Fashion & Jazz	Passionate local business owners	Healthy Lifestyle & Shadow Photography	Local Experiences	Street Art & Games	Social Community
<b>Brand Signatures</b>	<ul style="list-style-type: none"> <li>• Behind Every Touch</li> <li>• The Saga</li> <li>• The Jeeves</li> </ul>	<ul style="list-style-type: none"> <li>• Blended Fusion (F&amp;B)</li> <li>• The Lounge</li> <li>• Ingenious Design</li> <li>• The Muse</li> </ul>	<ul style="list-style-type: none"> <li>• As local as you like it.</li> <li>• We make corporate stays effortless.</li> <li>• Everyone deserves a place to be themselves.</li> </ul>	<ul style="list-style-type: none"> <li>• Fresh in Balance (F&amp;B)</li> <li>• Fit Zone</li> <li>• Fit &amp; Viv Design</li> <li>• Harris Lit</li> </ul>	<ul style="list-style-type: none"> <li>• Lobby Wall Feature</li> <li>• The Café</li> <li>• The Foxes</li> </ul>	<ul style="list-style-type: none"> <li>• Street Food Adventure (F&amp;B)</li> <li>• Social Space</li> <li>• Local Industrial</li> <li>• Yello Crew</li> </ul>	<ul style="list-style-type: none"> <li>• Communal Space</li> <li>• The Spotlight</li> <li>• Agile Design</li> <li>• Pop! Champ</li> </ul>



## Savour the Art of Living

Ascott offers modern-day highflyers the opportunity to savour the art of living. With a passion for the finer things in life, Ascott curates arts-inspired experiences that make every stay a masterpiece of living. Indulge your senses as the brand delivers a taste of timeless elegance and allure through various art forms from visual, performing, couture to culinary arts.

### Brand Essence

Understated Luxury

### Design Style

Luxurious, Understated, Classic

### Art Direction

Monochromatic, Evocative, Inspired by the fine arts

### Value Proposition

Namesake brand with strong reputation, synonymous with high-end lifestyle living

### Positioning

Upper Upscale

### Brand Passion

Fine Arts

### Brand Signatures

- Lobby Installation Art
- Themed Suites
- Ascott Soiree
- Ascott Artisans



Ascott Marunouchi Tokyo



Ascott Soiree



Ascott Orchard Singapore



ASCOTT



Ascott Embassy Sathorn Bangkok



Ascott Dadonghai Bay Sanya



Ascott Raffles City Chongqing



Ascott Makati



Three-Bedroom – Ascott Thonglor Bangkok



# 03 Ascott Star Rewards

# Ascott Star Rewards

At Ascott, we believe that travel is more than just a destination — it's about experiencing the exceptional, every step of the way. Our global loyalty platform, Ascott Star Rewards (ASR), offers members access to highly sought-after experiences and exclusive rewards.

Membership privileges include full 24-hour stays from the time of check-in, milestone rewards, car rental privileges, airport lounge access, airline miles, return vouchers, and more. These benefits enable our members to always 'Stay Rewarded' across all our 14 brands.

With exclusive benefits and innovative offerings, ASR ensures our members receive unparalleled, unique access wherever they go, transforming every journey into a story worth sharing.

lounge access.

discoverasr.com

**asr** ASCOTT  
★ STAY  
REWARDS

stay rewarded ★

# Exclusive Lifestyle Experiences

Exclusive experiences through the Ascott Privilege Signatures programme, as well as by-invite only ASR Local Signatures programmes for esteemed top loyal members.

## Arts & Lifestyle

Privileged access to unique cultural events, artistic showcases and wellness retreats.

## Gourmet & Dining

The opportunity to savour exquisite culinary delights and dining experiences for members only.

## Entertainment (Music Festivals & Concerts)

VIP access to concerts and music festivals featuring headline acts from around the world.

## Sports

All-access passes to the greatest events on the global sporting calendar.



Singapore Night Race 2024



The Championships Wimbledon 2024



The Championships Wimbledon 2025

# Exciting Football Action with Chelsea

As the Official Global Hotels Partner of Chelsea Football Club, Ascott leverages the club's global fanbase of over 600 million\* people worldwide and its premier position in European football.

Our partnership brings together the world of hospitality and football to curate:

- Unique fan engagement activities
- Exclusive offers for Chelsea supporters
- Bespoke stay experiences at Ascott properties for fans and guests

\* Source: Premier League & Nielsen (2024)



# Members-only Experiences with Chelsea

Taking football action one notch higher, exclusive Chelsea experiences include:

- Asia tours with Legend appearances
- Stamford Bridge private suite hospitality
- VIP stadium tours & pitch-side access
- VIP player meet & greet
- End-of-season pitch event
- Cobham training ground private tours
- Signed memorabilia



The Famous CFC Singapore 2024



Chelsea Legend Zola at The Famous CFC Singapore 2024



Cobham Training Ground



Exclusive Meet & Greet at The Famous CFC Bangkok 2025

# Elevated Presence through Global Partner Network

Tapping on synergies with partners, both within and beyond the travel industry, to provide even more experiences and privileges for ASR members.

## Global/Regional Partners



## Local Partners



A wide-angle photograph of a modern resort complex during sunset. The sky is a mix of orange, yellow, and blue, with the sun low on the horizon. In the foreground, there are several swimming pools with lounge chairs and orange umbrellas. The resort building is a large, multi-story structure with a prominent balcony. The overall atmosphere is serene and luxurious.

# 04 Responsible Business

# Empowering Hospitality with Sustainability

Focusing on five key pillars to align growth with ESG goals through the Ascott CARES framework, ensuring long-term sustainability for both our business and yours



## Community

We create local employment opportunities, promote culture and heritage and drive community development.

Each year, our properties participate in at least one community initiative, one volunteer opportunity and one cultural heritage project.



## Alliance

We build strong networks with external stakeholders to collaborate and advance sustainability together.

We target for all\* our properties to be certified by a GSTC-Accredited Certification Body (where applicable) by 2028.

\*Managed and branded; at least 2 years in operation.



## Respect

Guided by respect for our associates and guests, we prioritise their health and safety, champion diversity and inclusivity, and foster active engagement.

By 2030, we target to attain ISO 14001 and 45001 health and safety certifications in all countries where we operate.



## Environment

Committed to a low-carbon transition, we target to achieve Net Zero (Scope 1 and 2) by 2050.

We also take actions to conserve water, minimise waste and create accommodations that are sustainable.



## Supply Chain

We seek to make informed purchases that benefit both people and the planet, working with sustainable suppliers to purchase products like cage-free eggs, green cleaning items and responsibly sourced coffee, tea and sugar.

We are also working to eliminate single-use plastic in all guest-facing items.

# Leading Change with Ascott CARES

Progress towards our goals under each of the five key pillars



## Community

Over 1,600 associates, guests and partners from our properties worldwide contributed **>13,200 volunteer hours** over two months in 2024 to support vulnerable children and youth.

Since 2011, Ascott Indonesia has supported SOS Children's Villages through donations, fundraising and initiatives like educational programmes to uphold children's rights and provide nurturing homes.



## Alliance

Ascott is among the first hospitality groups to achieve **GSTC-Committed Status** for adopting GSTC Industry Criteria v3.0.

Since announcing our target in 2023, **25% of our properties globally** have achieved GSTC certification, including all properties in the Philippines, Malaysia, and Thailand, which have attained **country-level certification**.



## Respect

We have partnered with SG Enable, Singapore's focal agency for disability inclusion, to **elevate disability inclusion and accessibility standards** in the hospitality industry.

Insights from this collaboration will shape a **global playbook** for Ascott's properties in 2025.

Reflecting our commitment towards health and safety, we successfully achieved **ISO certification in 22 countries**, as of end 2024.



## Environment

In 2025, we launched the **Ascott CarbonClear Initiative** to assist our owners in decarbonising their properties and achieve efficiency savings.

**Zero-capex smart occupancy sensors** piloted at 11 properties have prevented over 700 tonnes of carbon emissions and delivered significant cost savings in 2023, with a global roll-out underway, where applicable.



## Supply Chain

All our properties in Europe, the Philippines, Japan and Korea have **discontinued single-use plastic bathroom amenities**, with almost 90% of Quest properties in Australia following suit.

All our properties in Europe, the Philippines, Laos and Japan have **phased out single-use plastic bottled water**. Somerset Greenways Chennai in India has launched a fully-automated **water bottling plant**.



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CapitalLand Investment

# Stay your way

Global living with unlimited possibilities



Book your next getaway  
at [discoverasr.com](https://discoverasr.com)

Stay your way around the world with Ascott, where endless possibilities await. Whether for business, family, relocation or adventure, our global presence and diverse brands offer accommodations tailored to your needs. With a place for every journey, each stay is a heartfelt experience waiting to unfold.

[discoverasr.com](https://discoverasr.com)

**asr** ascott  
star  
rewards



**FOX**  
HOTELS

**HARRIS**  
HOTELS

**pop!**  
HOTELS

**PREFERENCE**  
HOTELS

**QUEST**  
HOTELS

**Vertu**  
HOTELS

**YELLO**  
HOTELS

citadines lyf Oakwood somerset *The Crest Collection*

THE UNLIMITED  
COLLECTION

Brand Partner

**SYNERGY**