Expansion on Track

Olivier LIM, Group Chief Financial Officer
Harold WOO, Senior Vice President Investor Relations



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Disclaimer

This presentation may contain forward-looking statements that involve risks and uncertainties. Actual future performance, outcomes and results may differ materially from those expressed in forward-looking statements as a result of a number of risks, uncertainties and assumptions. Representative examples of these factors include (without limitation) general industry and economic conditions, interest rate trends, cost of capital and capital availability, availability of real estate properties, competition from other companies and venues for the sale/distribution of goods and services, shifts in customer demands, customers and partners, changes in operating expenses, including employee wages, benefits and training, governmental and public policy changes and the continued availability of financing in the amounts and the terms necessary to support future business. You are cautioned not to place undue reliance on these forward looking statements, which are based on current view of management on future events.

Consistent Strategy



Strategy - On Track

- **Record PATMI of S$1.018 billion, up 35.6% y-o-y**
- **'Multi-Local' Strategy Drives Sustainable Overseas Earnings**
  - Overseas EBIT grew 30.7%
  - Excluding Australia, EBIT grew 42.6%
- **Increase Real Estate Financial Services & Fee Income**
  - AUM of S$14.3 billion, targeting S$18 billion by end 2007
  - EBIT contribution of S$61.6 million
- **Active Capital Management Aimed at Creating Value**
  - Improving efficient capital structure & lowering cost of capital
  - Re-deploying capital into higher yielding investments
  - Propose Special Dividend of 5 cents

FY 2006 – Seeding Strategic Growth Initiatives

- Investing for Future Growth
- Growing Financial Services
- New Markets & New Products
- Forging new Joint-Ventures/ Partnerships for Strength





Sun Hung Kai Properties

WAL★MART

zhixin 成都置信

Pantaloons

FY 2006 – Strategic Growth Initiatives

Investing for Future Growth



- **Expanded China's multi-sector footprint**
  - Entry into inner cities
- **Retail business growing from strength to strength**
  - Pipeline of more than 70 malls
- **Expansion in countries:**
  - Japan – India – Vietnam – Malaysia – Thailand – Bahrain



FY 2006 – Strategic Growth Initiatives

Growing Financial Services



Listed 3 new REITs:

- Ascott Residence Trust
- CapitaRetail China Trust
- Quill Capita Trust

Launched 4 new Private Real Estate Funds:

- CapitaRetail China Dev Fund
- CapitaRetail China Incubator Fund
- Malaysia Commercial Dev Fund
- Raffles City Bahrain Fund

AUM up 68% to S$14.3b, exceeding 2007 target of S$13b

FY 2006 – Strategic Growth Initiatives

Expansion into New Markets

- Gulf Co-operation Council (GCC)
- Moscow & St. Petersburg



New Products

- Raffles City Brand
- Integrated Leisure, Entertainment & Conventions (ILEC)

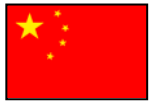


FY 2006 – Strategic Growth Initiatives

- **Forging new Joint-Ventures/Partnerships for Strength**


Lippo Group


Sun Hung Kai Props
eSun


Chengdu Zhixin
Central China Holdings


Samty


Amtel Properties


Pantaloon
Rattha


ARCapita
Addax Investment Bank


Malayan Banking Grp
Quill Group
MRCB
YNH Prop

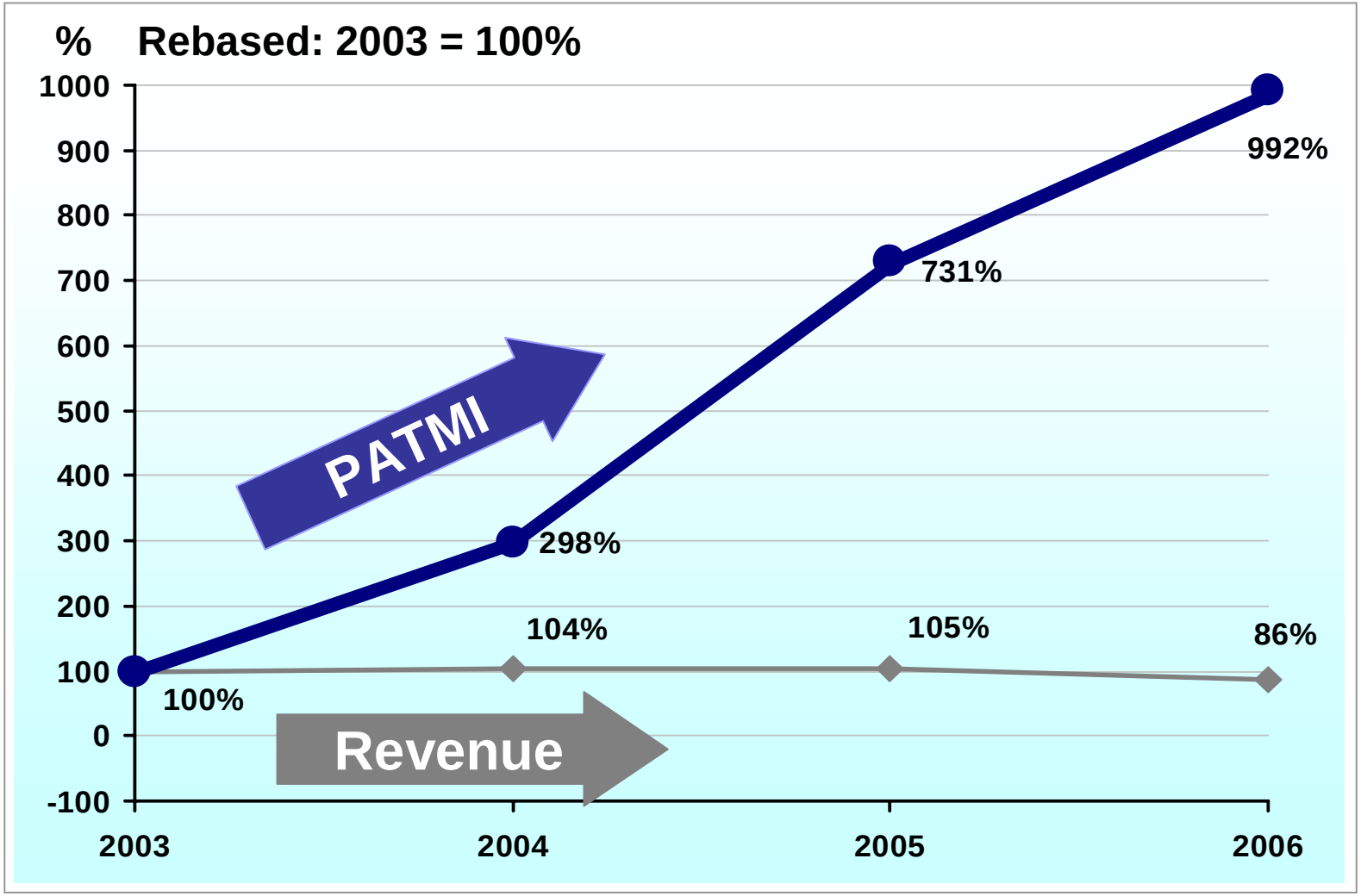
Delivering Results



FY2006 Financial Results – Record Earnings

S$ million	FY 2005	FY 2006	Change
Revenue	3,845.6	3,147.7	⬇ 18.1%
EBIT	860.3	1,822.0	⬆ 111.8%
PBT	585.7	1,494.0	⬆ 155.1%
PATMI	750.5	1,018.0	⬆ 35.6%
EPS (cents)	28.3	36.8	⬆ 30.0%

Business Model: Revenue & PATMI impact



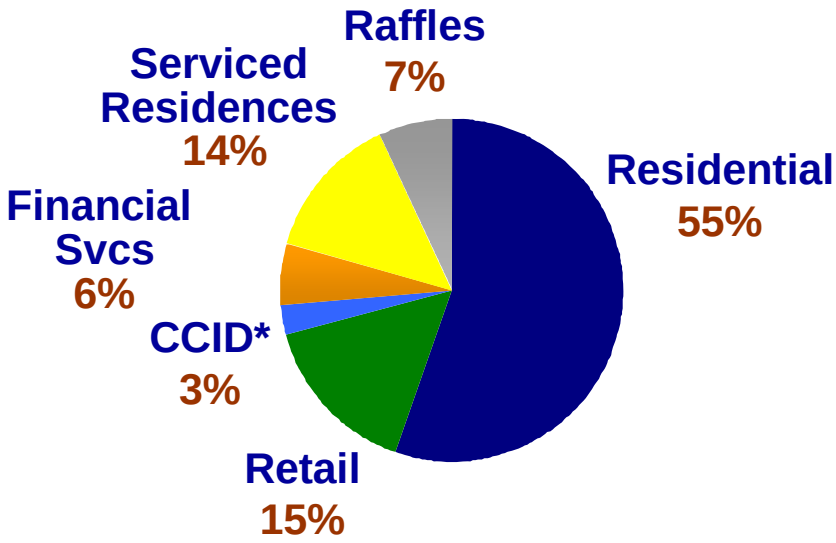
Growth in Core Businesses

S$ million	FY 2005	FY 2006	Change
PATMI	750.5	1,018.0	↑ 35.6%
PATMI (excl' PREMAS & Hotel Ops)*	307.6	1,002.2	↑ 225.8%

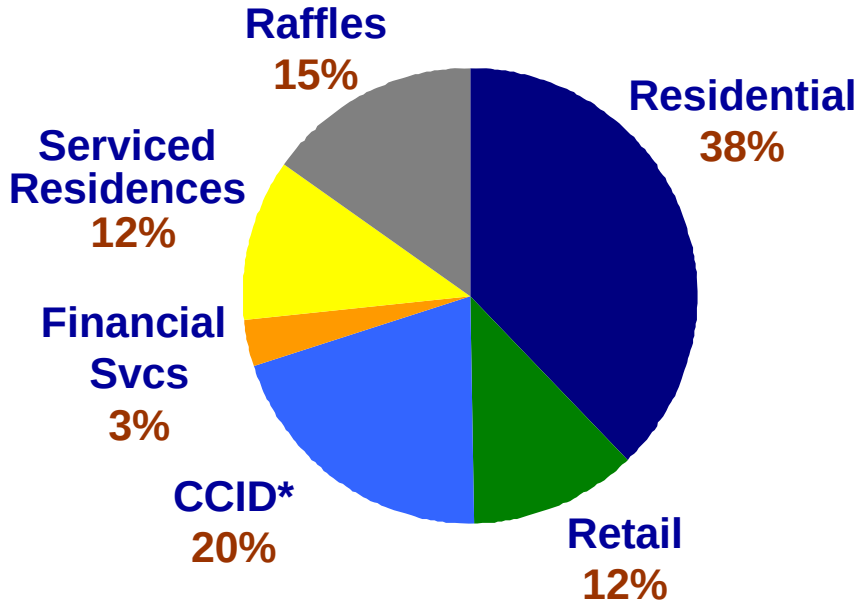
* Excludes: (1) contributions from PREMAS & the hotel business for FY 2005 (S$18.4m) and
(2) divestment gains (FY 2005: S$424.5m ; FY 2006: S$15.8m)

EBIT Contributions by SBUs – Balanced Portfolio

FY 2005 – S$860.3 million



FY 2006 - S$1,822.0 million



* CCID – Commercial and Integrated Development

EBIT by SBUs

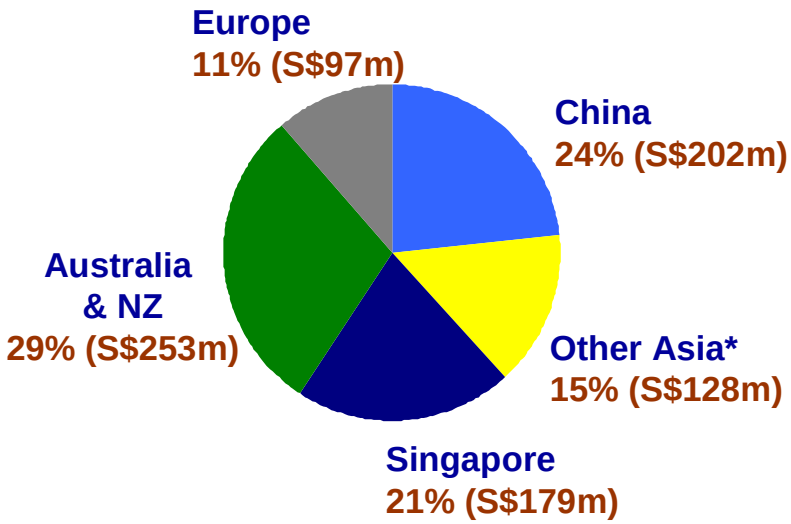
(S$ million)	FY 2005	FY2006	Change
Residential	492.4	692.2	↑ 40.6%
CCID *	24.7	372.4	↑ 1,407.7%
Retail	138.4	221.1	↑ 59.8%
Financial Svcs	53.3	61.6	↑ 15.6%
Serviced Residences[1]	121.4	210.4	↑ 73.4%
Raffles Holdings	61.0	280.0	↑ 358.7%
Others & Consol Adj	(30.9)	(15.7)	↑ 49.3%
Total EBIT	860.3	1,822.0	↑ 111.8%

* CCID – Commercial and Integrated Development
1. Inclusive of both The Ascott Group and Ascott Residence Trust

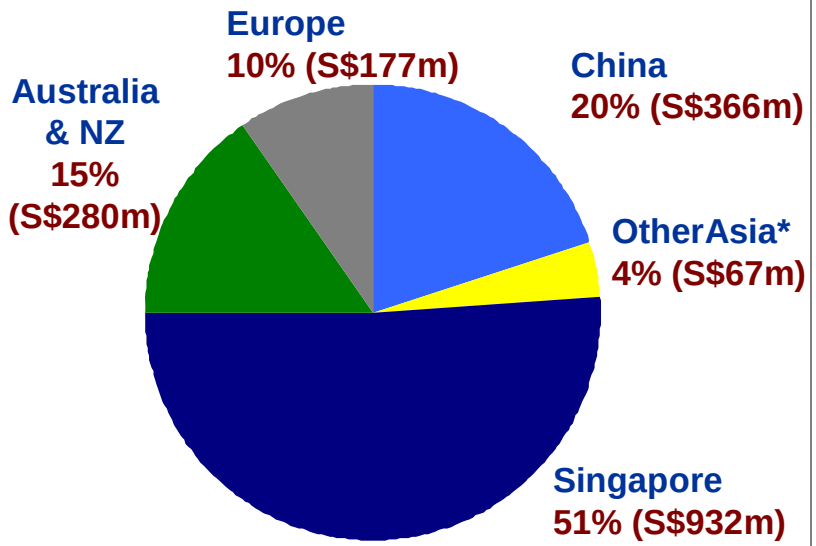
EBIT Contributions by Geography

By Geographical Location

FY 2005 EBIT S$860 million



FY 2006 EBIT S$1,822 million



** Includes HK, Indonesia, Japan, Malaysia, Philippines, Thailand & Vietnam*

EBIT by Geography

(S$ million)	FY 2005	FY 2006	Change
Singapore	179.4	932.4	↑ 4.2x
Australia & NZ	253.3	279.8	↑ 10.4%
China	201.9	366.2	↑ 81.3%
Other Asia*	128.4	67.0	↓ 47.8%
Europe	97.3	176.8	↑ 81.7%
Others	(0.1)	(0.2)	N.M.
Total EBIT	860.3	1,822.0	↑ 1.1x

* Includes HK, Indonesia, Japan, Malaysia, Philippines, Thailand & Vietnam

Financial Capacity

	FY 2005	FY 2006	Change
Net Debt (S$ billion)	4.55	5.44	Increased
Equity (S$ billion)	9.03	9.51	Increased
Net Debt / Equity	0.50	0.57	Increased
% Fixed Rate Debt	60%	74%	Increased

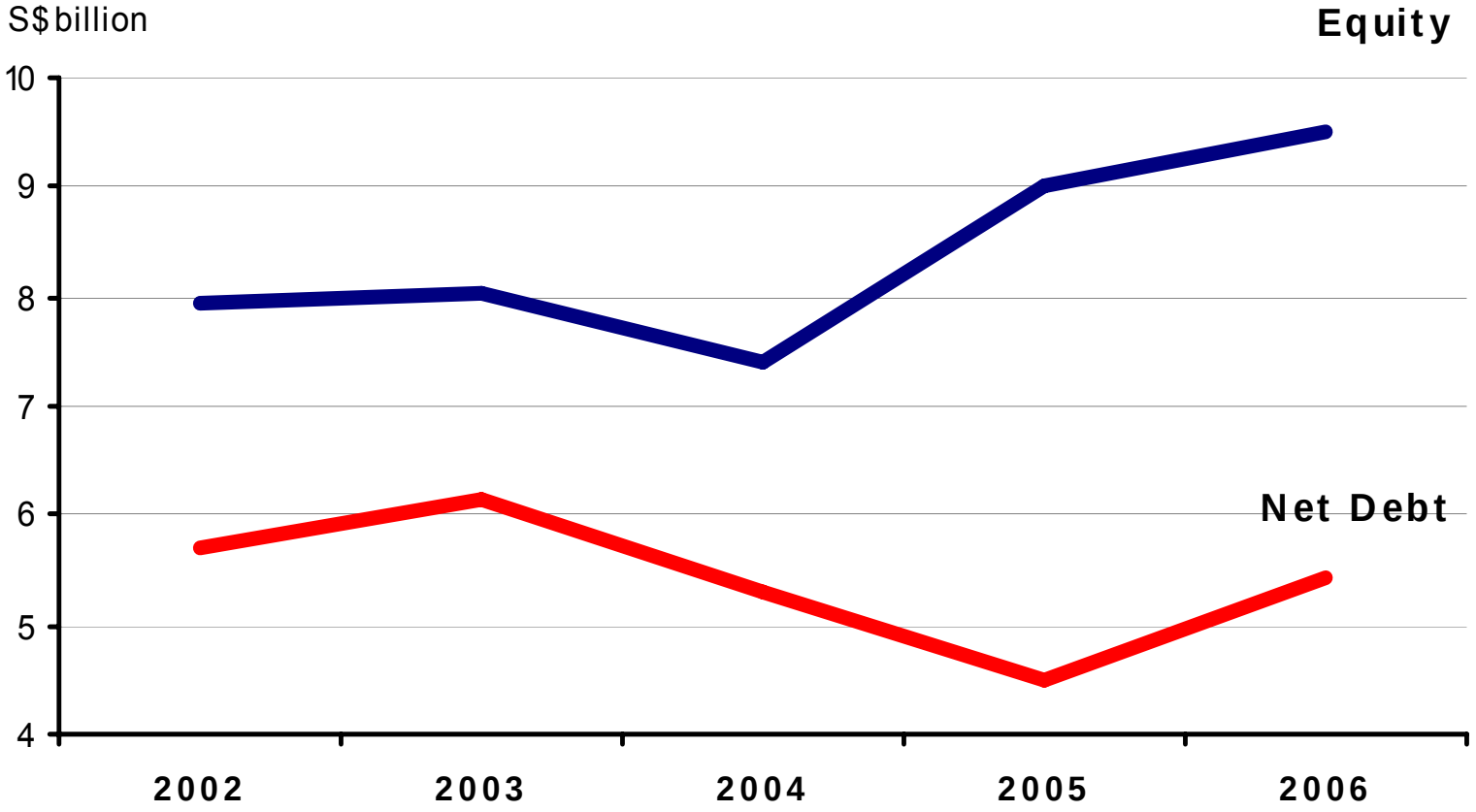
Debt Coverage

	FY 2005	FY 2006	Change
Finance Cost (S$ million)	274.6	328.0	+ 19.5%
Interest Cover Ratio (ICR)	9.19	9.75	Improved
Interest Service Ratio (ISR)	8.53	8.97	Improved

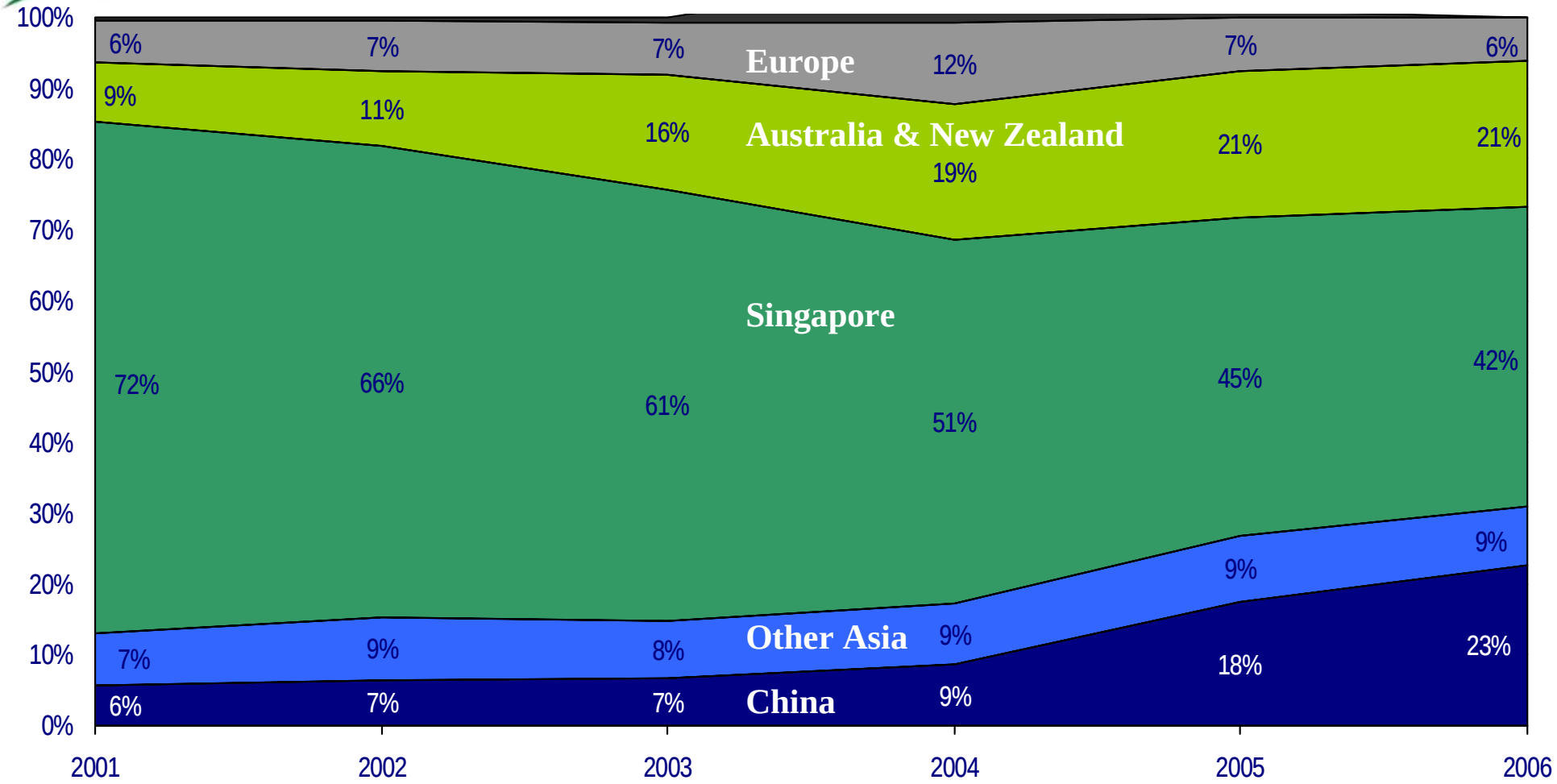
$$\text{ICR} = \frac{\text{EBITDA}}{\text{Net Interest Expense}}$$

$$\text{ISR} = \frac{\text{Operating cashflow}}{\text{Net Interest Paid}}$$

Financial Capacity



Capital Allocation by Geography 2001 to 2006



* For 2000, China includes Hong Kong and Europe refers primarily to the United Kingdom.
^ From 2001 "*Other Asia*" includes Indonesia, Hong Kong, Japan, Malaysia, Philippines, Thailand, Cambodia & Vietnam.
^^ "*Others*" includes the United States of America, South America and the Middle East/Mediterranean region.

Drivers For Sustainable Growth



Drivers for Sustainable Growth

Multi-Sector, Geographical Spread, Diversified Income Streams



New Business
ILEC

New Markets
Leverage on oil rich resource Countries
eg. GCC, Moscow & St Petersburg

Ascott & ART
Efficient model for rapid expansion

Financial Services
Growing REITS & fund management

Leading Mall Owner & Manager
Singapore, China, Japan & India

China Diversified Growth
Strong residential, retail and integrated development pipelines

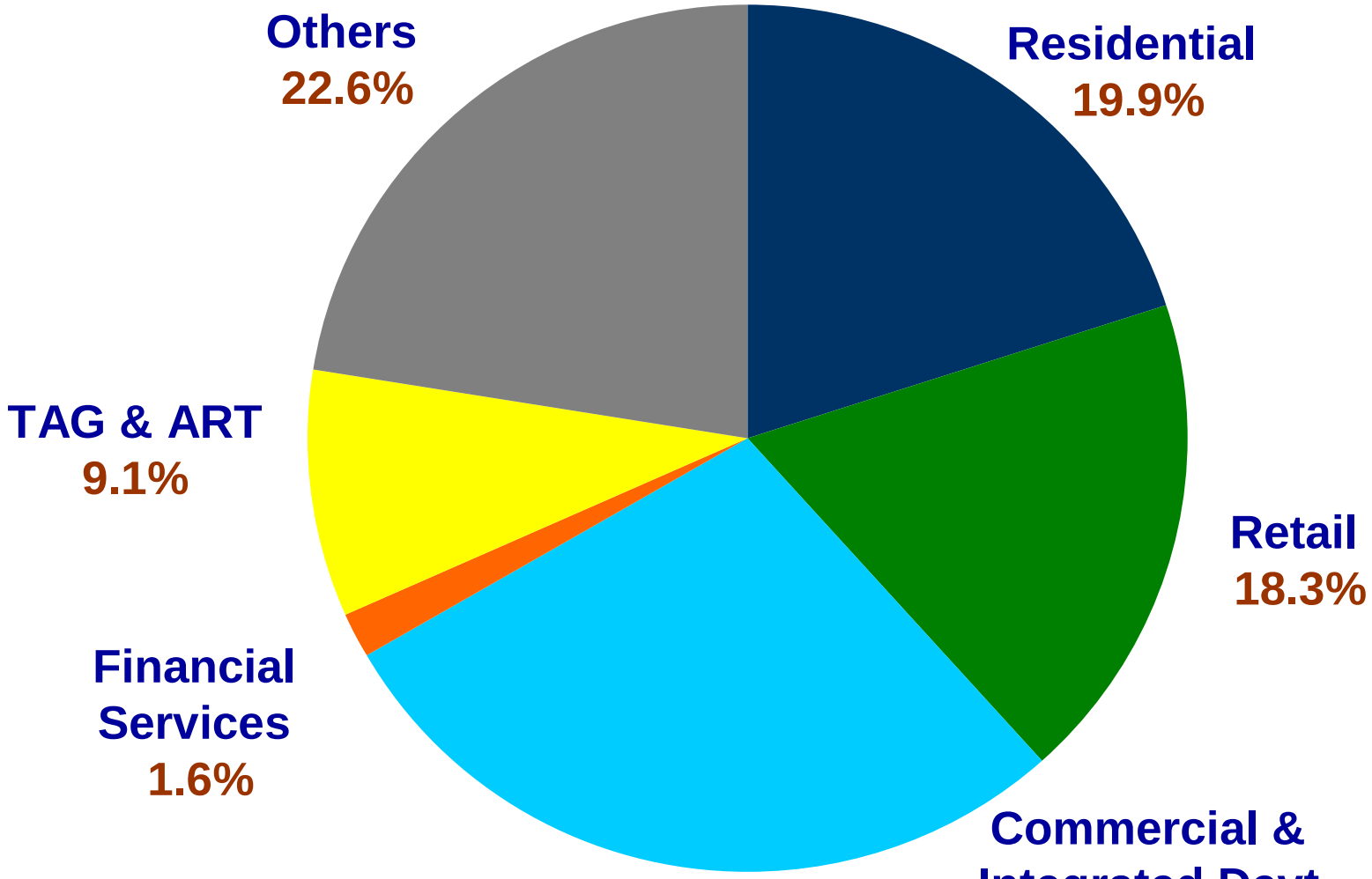
Singapore Boom
Multi-sector quality portfolio; 42% of total assets

Singapore Transformation

Rapid Transition to Vibrant Global City	
Financial Services	• World's fastest growing private-banking centre • Other financial services eg. data management and processing centre
Education	• 16 leading foreign universities eg. University of Chicago, INSEAD etc
Entertainment, lifestyle (Tourism)	• Integrated resorts, Sentosa, Revamping Orchard Road
Biomedical Science	• Rank among major centres like Ireland and Puerto Rico

- **Strong economic performance with 7.7% GDP growth in 2006**
  - GDP to remain healthy with forecast grow of 4.5% p.a. to 2010
- **173,000 jobs created in 2006, all time high**
  - Unemployment rate at just 2.6%

Asset Allocation – Singapore (S$ 8.7b – 42%)



Residential – 2006 milestone

- **Record sales of 954 units worth S$1.23 billion**
- **Launched Scotts HighPark, The Metropolitan and final phase of RiverGate**
  - — Setting benchmark prices in the Scotts Road and Singapore River areas
- **Acquired Silver Tower site in prime District 9**


Scotts HighPark


The Metropolitan


RiverGate

Residential - Pipeline

- **Landbank**
  - Gillman Heights acquisition in 2007 doubled Singapore residential landbank to over 4m sqft
  - Caters across spectrum: mid-end, high-end and super-luxury segments.

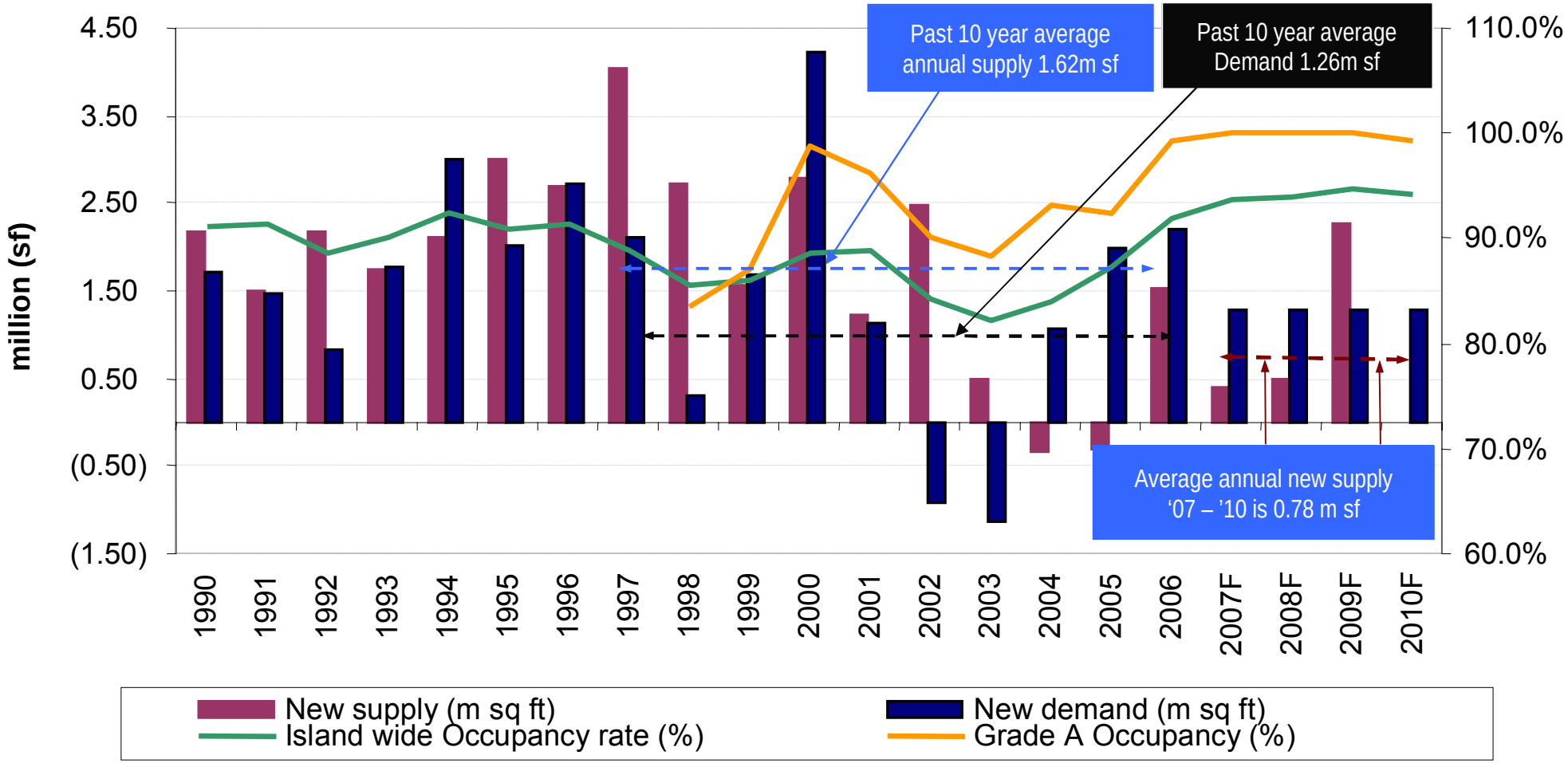


- **2007 Residential Launches**

Site	GFA (Sqft)	Units	Class	Tenure (Years)
Orchard Residences	406,000	175	Super Luxury	99
Silver Tower	160,000	100	High-end	Freehold
Meyer Road	565,000	350	Mid-end/High-end	Freehold
Dragon View	263,000	150	High-end	Freehold
Parkview	652,000	500	Mid-end	956-year

Commercial - Strong Demand, Tight Supply

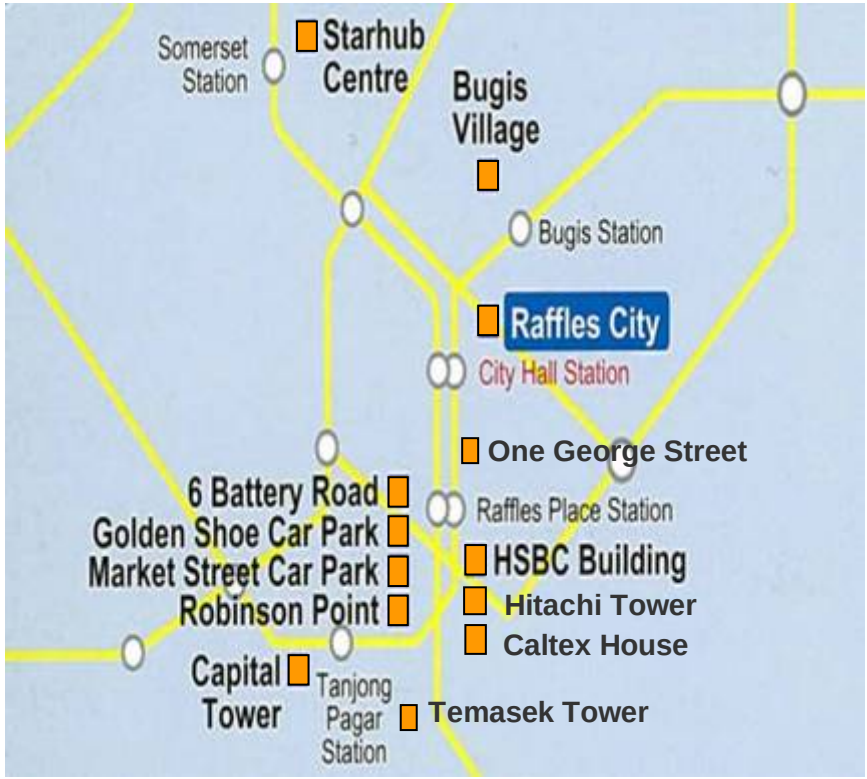
Annual Supply, Demand & Occupancy (1990-2010)



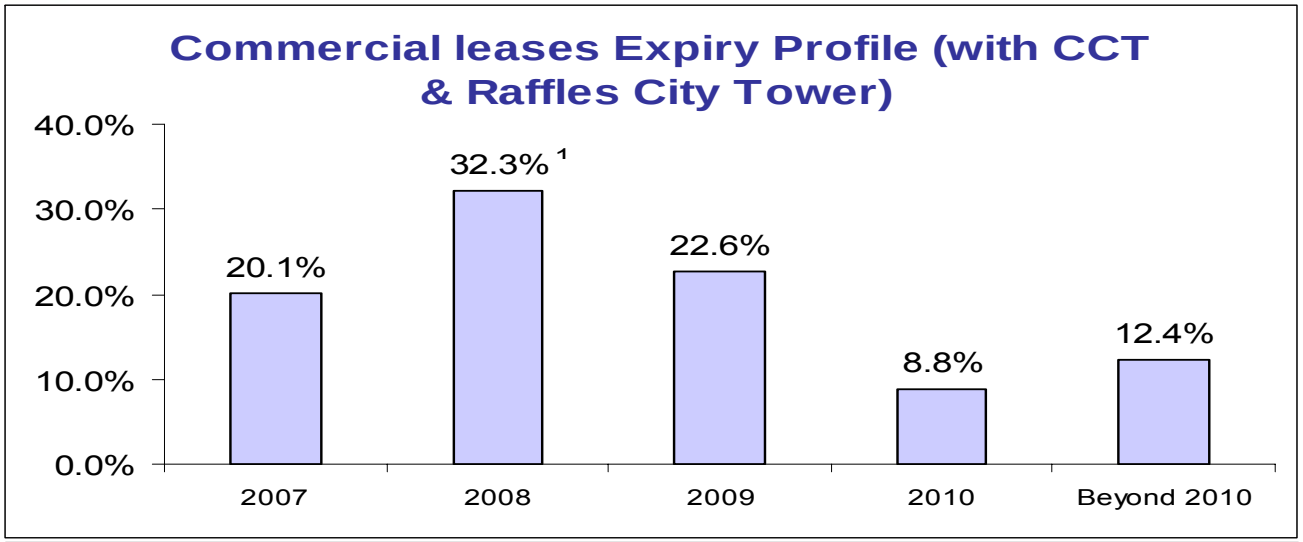
Source: CBRE Research

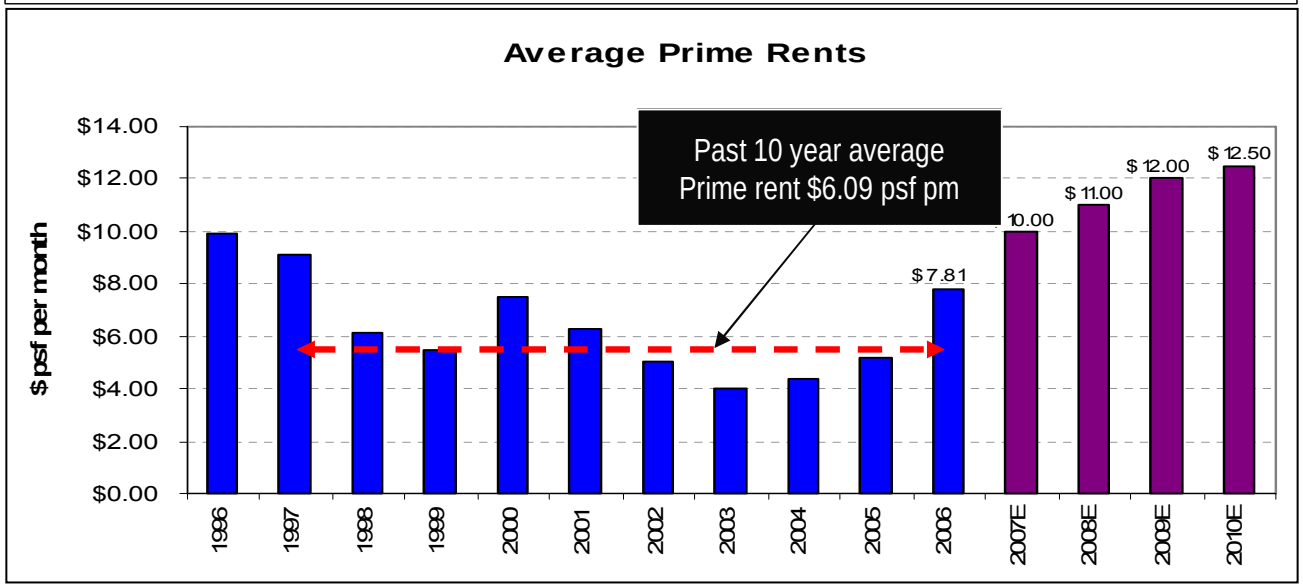
Commercial – Premier Portfolio

- **Largest owner/manager in Downtown Core in Singapore**
  - Net Lettable Area > 5m sqft worth S$7b
- **Occupancy Rates @ 96%**
  - above islandwide average
- **Strong demand & tight supply of office space**
  - Rising rental rates for Grade 'A' buildings
  - **Over 50% of leases due for renewal** in 2007-2008



Commercial - Rental Reversion











Commercial – New Developments

- **Wilkie Edge Development (Selegie Complex)**
  - — Timely completion by 2008
  - — Integrated development with office, retail, SOHO and serviced apartments
  - — Fringe of CBD

- **Market Street & Golden Shoe Car Park refurbishments**
  - Completed end 2006/beginning 2007
  - Almost full occupancy
  - Average rent up 41% and 26% over preceding rent respectively


Wilkie Edge, S'pore



Orchard Turn – Landmark Development





- **Residential : 175 Super Luxury units**
- **Retail : 660,000 sqft NLA within S'pore's shopping artery**

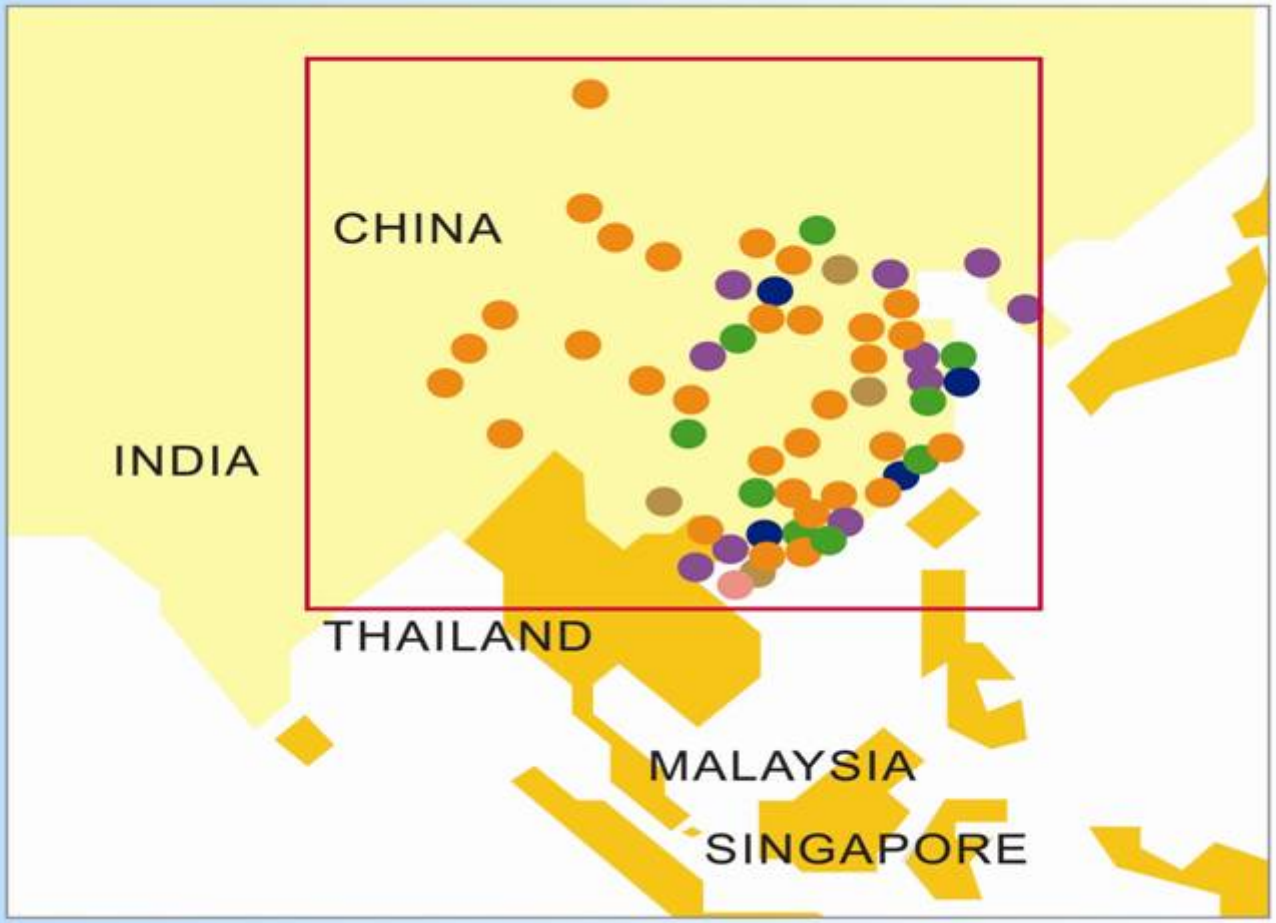
China Diversified Growth
- Four Strategic Thrusts

Residential
Building 35,000 homes together with our partners,

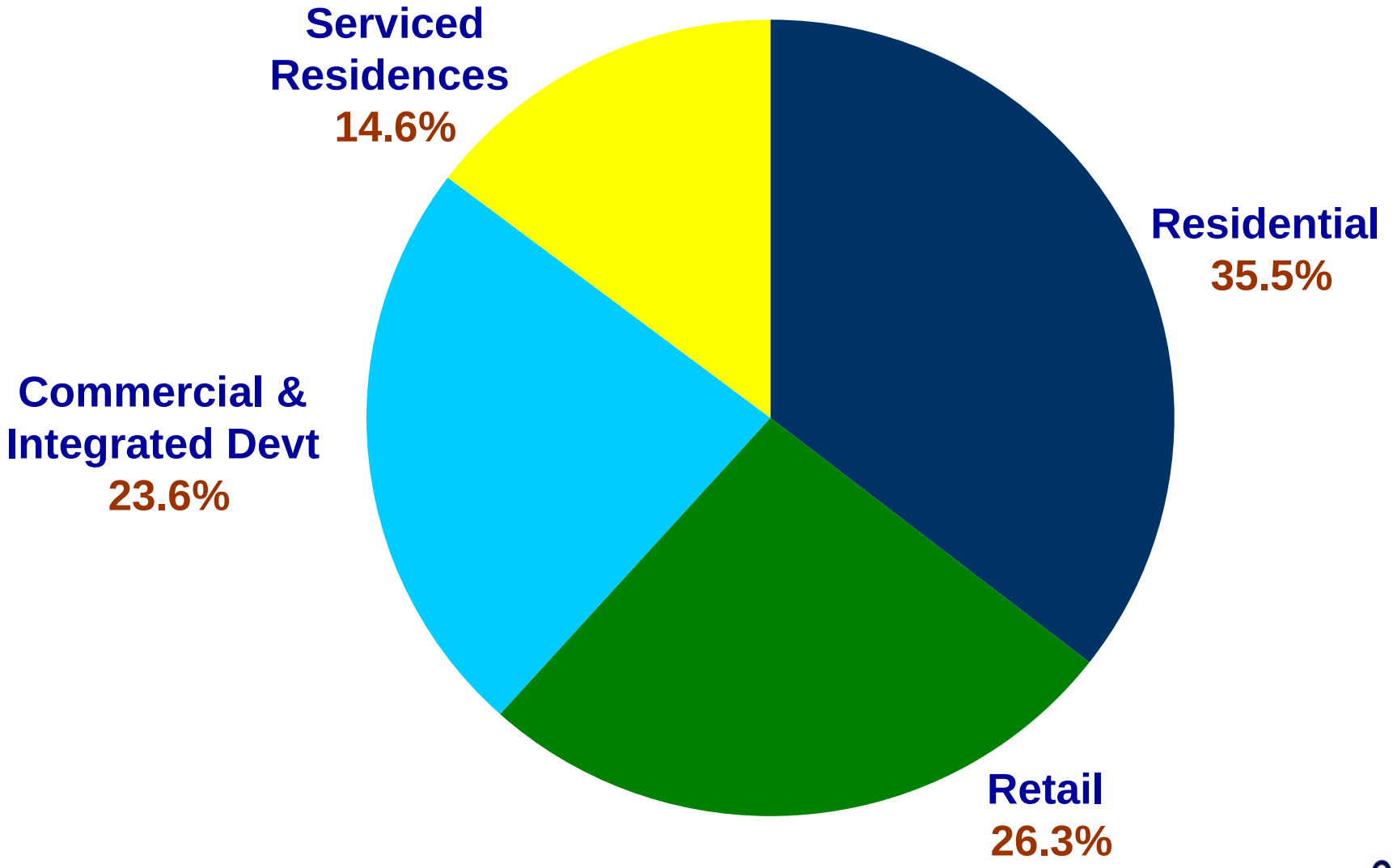
Retail
Over 100 malls Across China

Integrated Dev
Raffles City in Gateway Cities

Serviced Residences
Target 10,000 units by 2010



Asset Allocation – China (S$ 4.6b – 22.5%)

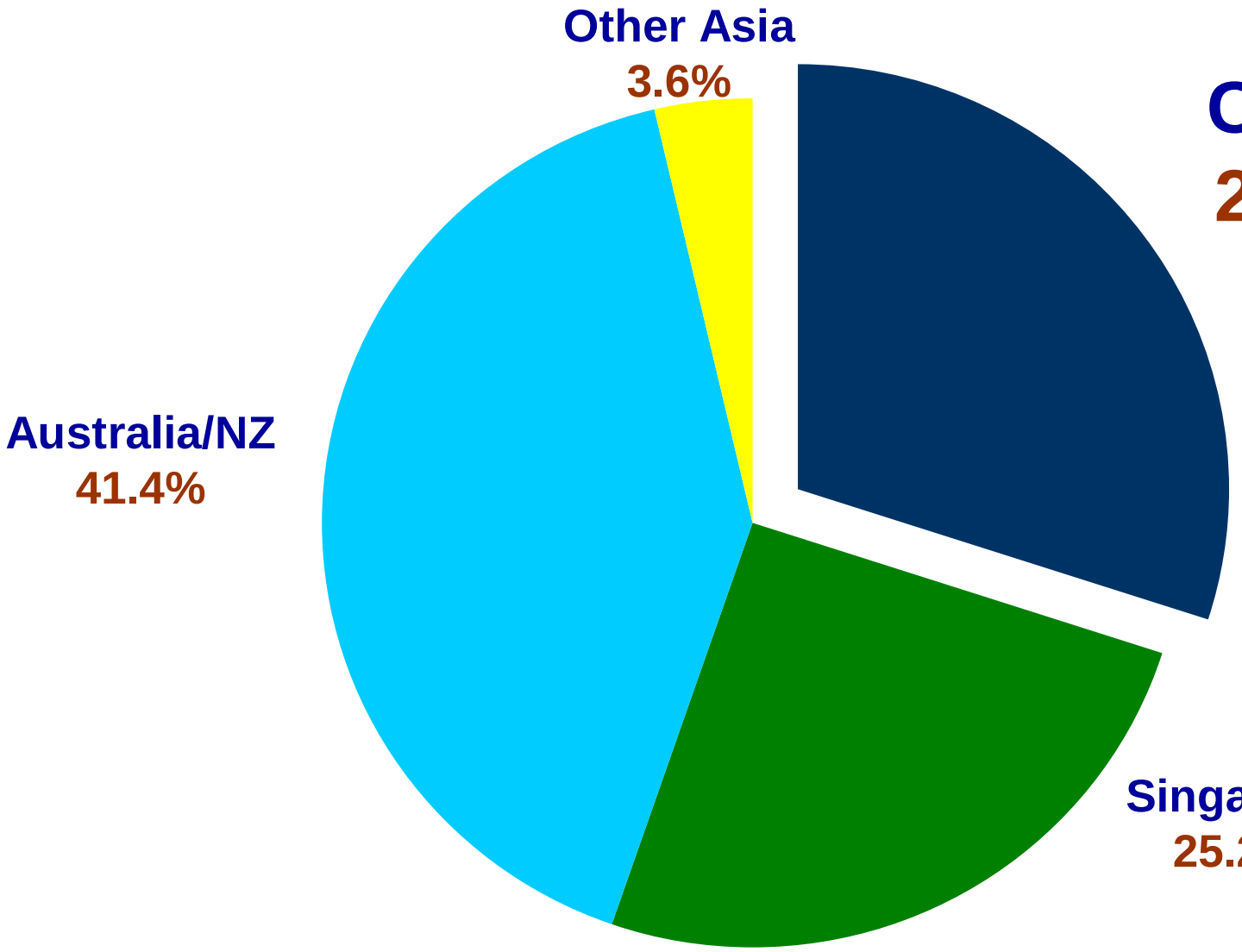


Residential – Deepen & Broaden China Presence

- **Expanding in gateway cities**
  - — Secured two new sites in Beijing, three in Foshan and one in Hangzhou
  - — Acquired 20% stake in Lai Fung Hldgs
    - landbank of 1m sqft
    - in Shanghai and Pearl River Delta
- **Extending reach into inner cities**
  - — JV with Chengdu Zhixin Industrial Co
  - — Acquired 29.75% in Henan's Central China Holdings
- **Pipeline in China**
  - — 35,000 homes in 5 years with our partners



China Residential EBIT S$206.5m



Leading Mall Owner/Manager in Asia

Country	Details	Operational	Pipeline
Singapore	• Largest retail mall owner / manager • NLA: over 5.3m sq ft • Asset value of S$5.6b	16*	~1
China	• Listing of CRCT • Gross rentable area: Over 3.2m sqm • Total asset value of approx S$3.7b	16.5	>51.5**
Japan	• Malls in Hokkaido, Osaka & Tokyo • NLA: 1.4m sqft • Asset value of S$581m	5	NA
Malaysia	• Manage Gurney Plaza in Penang	1	NA

Will manage over 92 malls, 42.3 million sq ft

**VivoCity under management*
***Total in excess of 70 inclusive of CRCDF MOU with a few Chinese parties for the acquisition of 35 retail malls*

Singapore Retail

- **Completed S$85m repositioning of Clarke Quay (end 2006)**
  - — Redefined entertainment/F&B landscape
  - — Strong tenancy mix, full occupancy
  - — Rates doubled over preceding rent
  - — Traffic doubled vs before facelift

- **Commence construction for Orchard Turn**
  - — Ultimate prime site of Singapore's shopping artery
  - — Over 660,000 sqft of net lettable area
  - — 4 retail levels above ground and 4 below
  - — Residential component, "The Orchard Residences". Expected to be launched in Mar/Apr 07


Clarke Quay


Orchard Turn

Listing of CRCT


Jinyu Mall


Anzhen Mall


Jiulong Mall


Wangjing Mall

- Listed first pure-play China retail REIT in Singapore
- 7 quality malls anchored by Wal-Mart, Carrefour and Beijing Hualian Group
- Total Asset Size of S$690 mil, Total Gross Rentable Area of 412,866 sqm
- IPO placement 196x subscribed
- Total Shareholder Returns over 164% since IPO (@ 8Dec06)


Zhengzhou Mall


Qibao Mall


Xinwu Mall

China Retail Pipeline

Country	Total Malls	Operational	By 2007	By 2008
CRCT	7	7	-	-
CRCDF	20	4.5[1]	6.5[2]	9
CRCIF	1	-	1	-
CL	5	5	-	-
	33[3]	16.5	7.5	9.0

1. Phase 1 of Wal-Mart China HQ in Shenzhen
2. Phase 2 of Wal-Mart China HQ in Shenzhen
3. Current portfolio of 33 Retail Malls in China excluding 35 from MOU

China's Foundation for Expansion

CapitaLand

~ 30% share equity

~ 45% share equity

Incubator Fund

- **Fund Size**: US$ 425m
- **Warehouse** quality income generating retail projects
  - — Pipeline includes Xihuan Plaza Retail Mall in Beijing

Development Fund

- **Fund Size**: US$ 600m
- **Invest** in China retail projects
  - — 21 Wal-Mart anchored malls
  - — Wal-Mart Asia HQ in Shenzhen
  - — 14 other malls by SZITIC possible

1st Right to Acquire Assets in Both Funds

CRCT

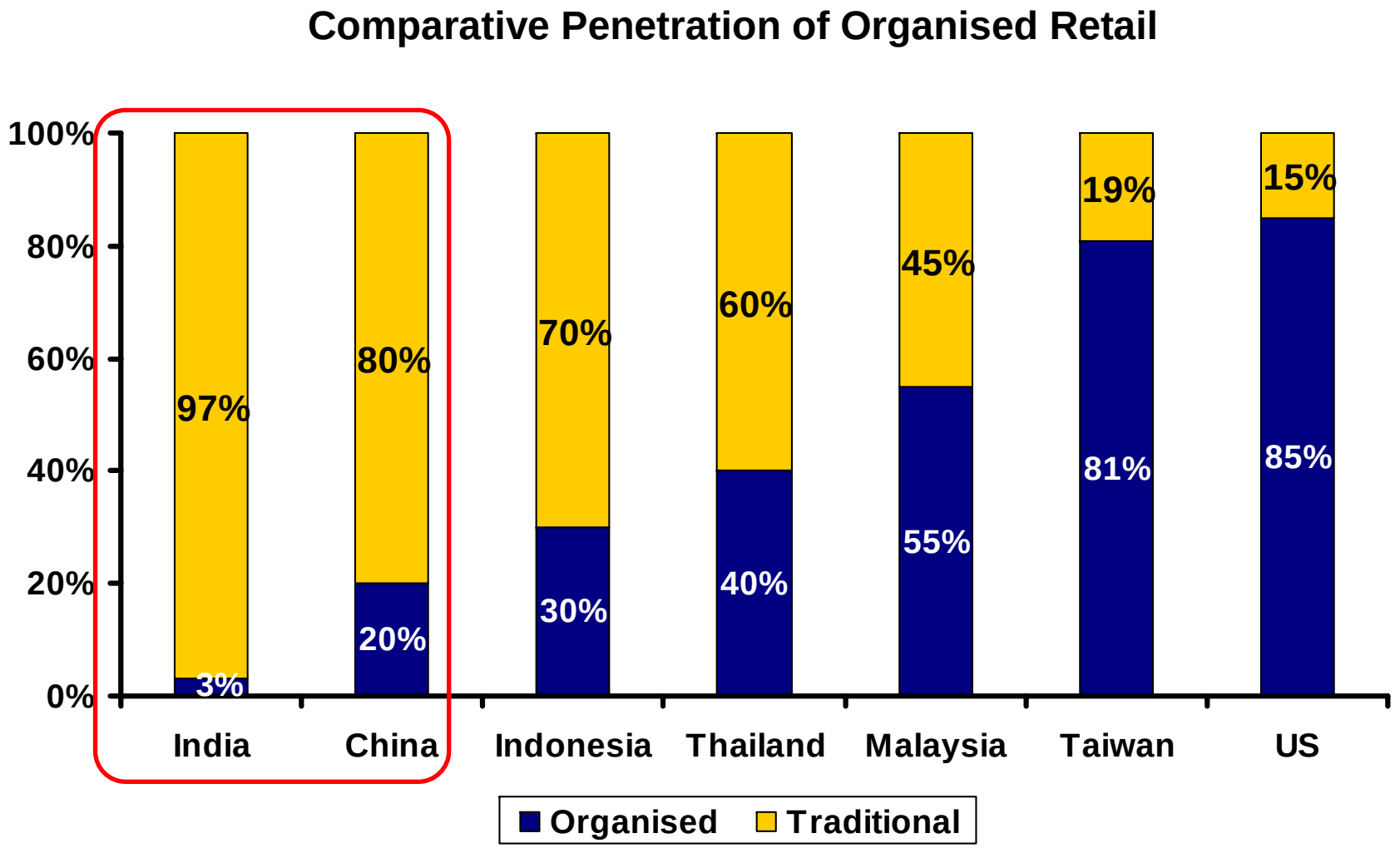
- Signed MOU for 35 malls with China parties, which will bring total malls in China to >70

India

- **2 JVs with Pantaloon Retail Ltd**
- **Invested US$75m in Horizon Fund (Total Fund US$350m)**
  - 4 potential projects identified
  - Total 4.1m sqft GFA
- **Identified pipeline of 50 Retail Assets across 30 cities & 14 states**
  - Estimated asset value: US$1.2b
  - Target completion in 2-3 years
  - 15.3m sqft GFA



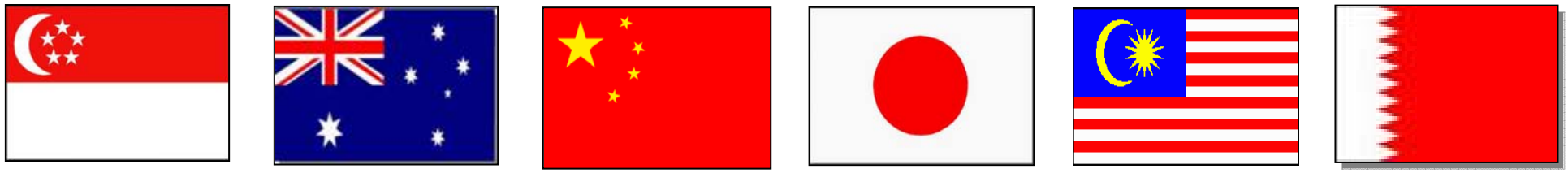
China & India Retail Potential



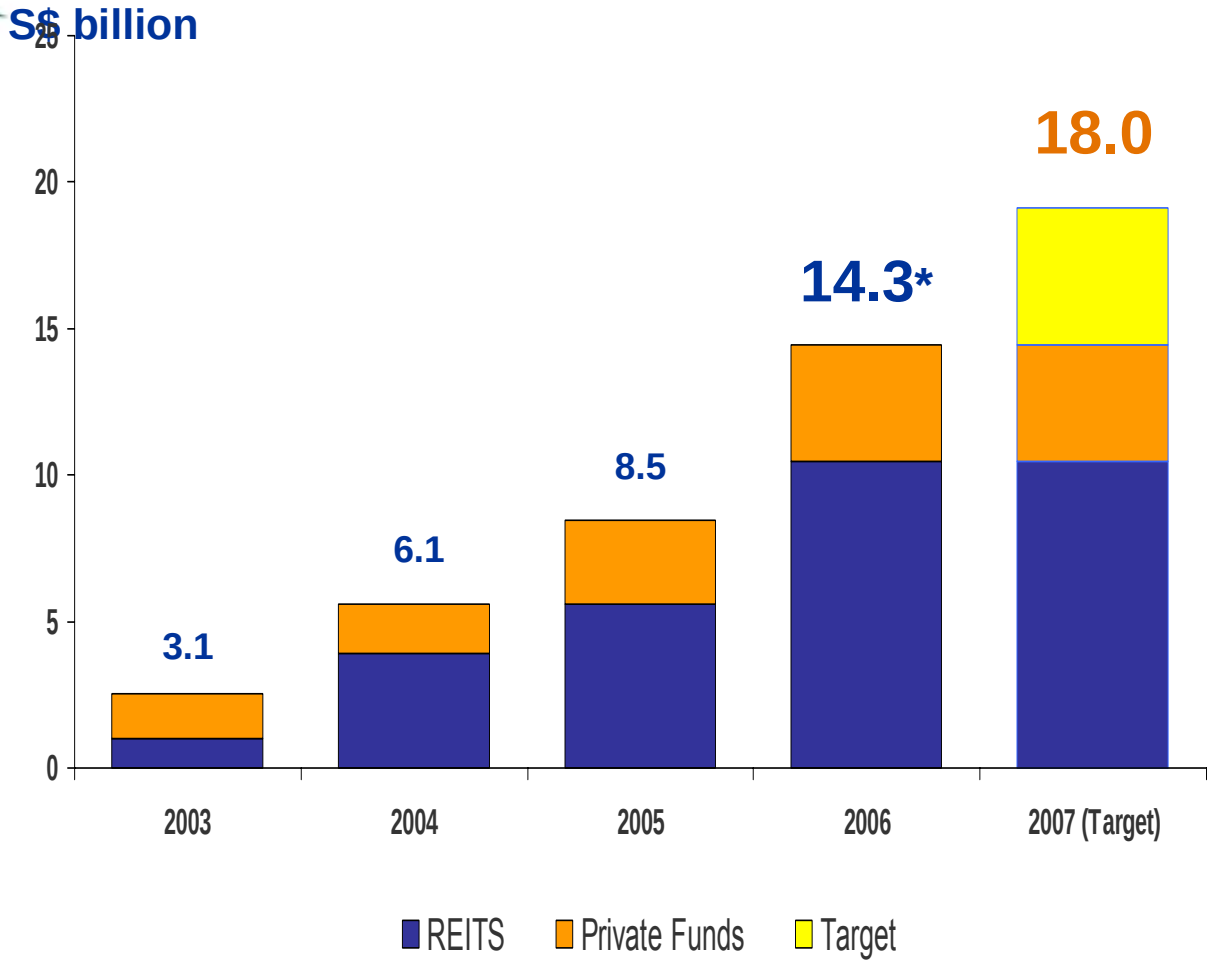
Source: *"The Great Indian Retail Story"*, Ernst & Young.

Financial Services – AUM Up 68% to S$14.3b

- **Asia's largest property fund manager**
- **Total of 5 REITs, 1 Property Trust and 10 private real estate funds**
  - — Listed 3 new REITs: ART, CRCT, and QCT
  - — Launched 4 new private real estate funds:
    - CapitaRetail Dev Fund : US$600m
    - CapitaRetail Incubator Fund : US$425m
    - Malaysia Commercial Dev Fund : In progress
    - Raffles City Bahrain Fund : In progress



Financial Services - New AUM Target



REITS
CMT
CCT
ART
CRCT
QCT

Private Funds
Eureka Office Fund
Mezzo Capital
CCDF
CapitaRetail Japan
CRDF
CCRF
IPPFA
CRIF
ARC-Capital and Japan Residences
CRS

**AUM includes ART which is managed by CapitaLand's subsidiary, The Ascott Group*

Financial Services – Transactions in 2006

- **Advised & Structured Raffles City deal**
  - Largest investment transaction in 2006 at S$2.17b
- **Structured Raffles City Bahrain Fund**
  - CapitaLand's 2nd Shariah-compliant fund
  - 1st real estate equity Sukuk fund in the world
- **Acquired 5 more (total 10) residential properties by ARC-CapitaLand Residences Japan**
  - Raised target portfolio to JPY42b (S$564m) from JPY30b (S$403m)
- **Acquired 5th mall in Hokkaido by CapitaRetail Japan Fund**


Raffles City S'pore


Raffles City Bahrain


Grand View, Osaka


Vivit Square, Tokyo

Financial Services – J-REIT Platform

CapitaLand acquires:

- 13% stake in the listed J-REIT **BLife Investment Corp.** for JPY3.23b (S$41 m); and
- 33.4% stake in BLife's REIT manager **Morimoto Asset Management Co. Ltd.** for JPY0.2 b (S$2.5m)

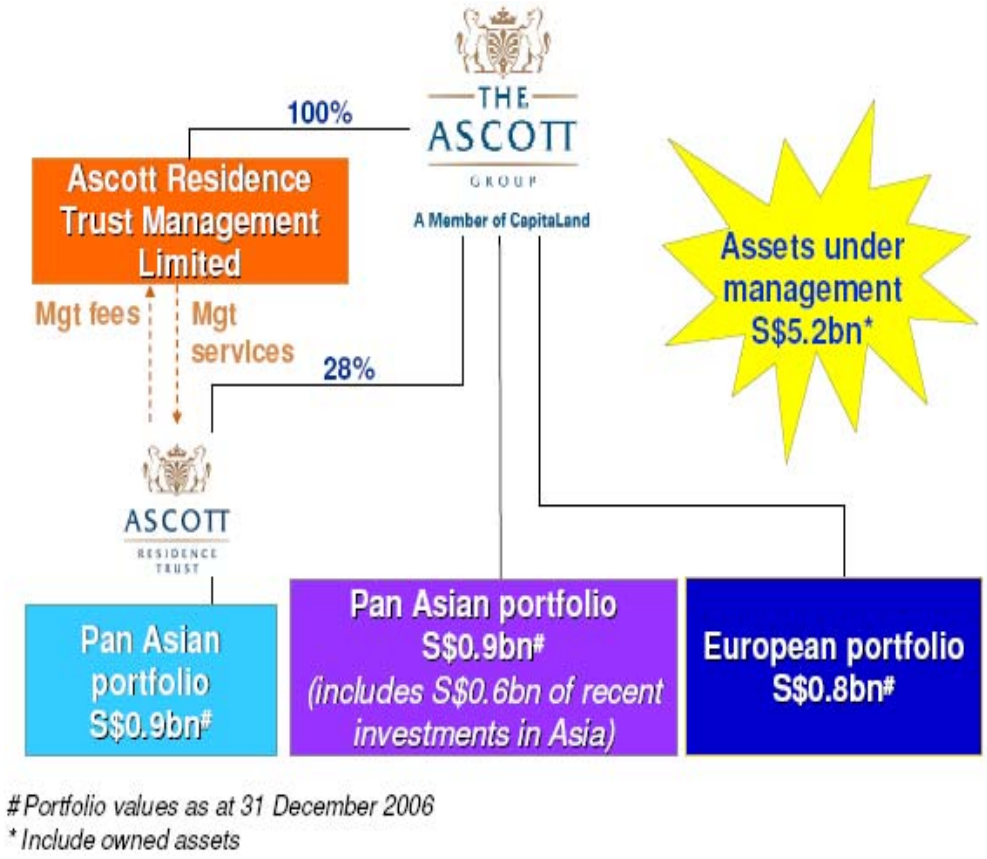
- BLife will be another REIT platform for growth in Japan

Listed	22 March 2006
Market Cap.	JPY22 b (approx S$280 m) @ 9 Feb 07
Investment Mandate	Residential (70%) & Retail (30%)
Current Portfolio	14 Properties in prime locations in Tokyo





The Ascott Group – Growth Platform in ART



 # Portfolio values as at 31 December 2006
** Include owned assets*

The Ascott Group Ltd

- Record PATMI of S$151.3m, up 3.6x
- Improved operating profit on same store basis
- Realised signification portfolio gains
- Increased fee-based income

Ascott Residence Trust

- Sustainable distribution to unitholders
- Added 5 yield-accretive assets* to initial portfolio of 12

*** Based on acquisitions announced in 2006, of which 3 will be completed by 1H2007**

The Ascott Group – Rapid Expansion

- **Entry into fast-growing Eastern Europe (eg. Russia)**

  Moscow & St. Petersburg

  – 50/50 partnership with Amtel Properties

  – US$100m fund to acquire and develop international-class serviced residences

  – Secured 1st contract to manage Amtel's 150-unit Somerset Strogino, Moscow



New Markets - Residential

- **Vietnam – Ho Chi Minh City**
  - Launching 1st development in 2Q2007
    - 1,100 high-mid apartment units
  - Secured 2nd residential project
    - 600 apartment units
- **Thailand – Bangkok**
  - Sold 1,036 units, sales value of Baht 7.49b (S$305.5m)
  - Launched The Emporio Place (361 units) and Villa Ratchatewi (603 units)
- **India – Mumbai**
  - JV with Runwal Group
    - 500 apartment units
  - Launching in 1Q2007


Ho Chi Minh City

New Markets – Raffles City Developments

- **3 new RAFFLES CITY to add to Raffles City Singapore & Raffles City Shanghai:**
  - Raffles City BEIJING
  - Raffles City CHENGDU
  - Raffles City BAHRAIN
- **Target 10 RAFFLES CITY Developments**


Raffles City Beijing


Raffles City Bahrain

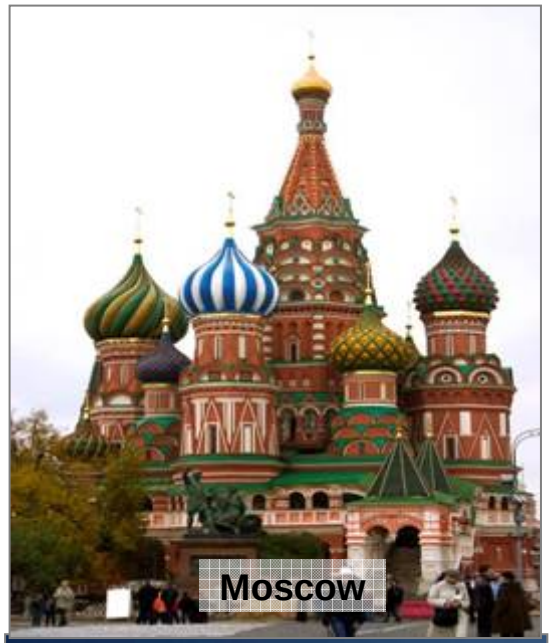
New Markets - Exploring

Leveraging on oil rich resources countries

- **Moscow & St. Petersburg**
  - 2 of the largest cities in Europe

	Population (mil)	GDP Per Capita (US$)
Moscow	**13,400**	**12,000**
St. Petersburg	**4,775**	**7,000**

- **GCC and Central Asia**
  - Bahrain
  - Abu Dhabi
  - Kazakhstan, 2nd largest in oil reserve





New Business – First ILEC Project

Macao Studio City (Cotai)

- **20% effective stake with development role**
  - — Total share of investment, S$764m
  - — IRR 15.2%
- **Located in upcoming Cotai district**
- **6 million sqft GFA**
  - — Hotels / svc apt: 61%
  - — Retail: 23%
  - — Casino: 8%
  - — TV / film production facilities, Theatre & Arena / MICE centre: 8%
- **2000 hotel rooms:**
  - — Marriott, Ritz Carlton, 6-star David Tang boutique hotel
- **Upside from rental of gaming space**
  - — 400 gaming tables





ILEC - MSC Project Details

GFA Allocation (Approx):	Phase 1	Phase 2	Total	Target
Open:	1Q 2009	1Q 2011		
Studio Retail™	1,000,000 sf	400,000 sf	1,400,000 sf	
Las Vegas Style Casino	200,000 sf	300,000 sf	500,000 sf	
Hotels	1,750,000 sf	1,125,000 sf	2,875,000 sf	
5-star Hotel Rooms	*300 units*	*200 units*	*500 units*	
4-star Hotel Rooms	*1.450 units*	*850 units*	*2.300 units*	
Luxurious Boutique Hotel Rooms	*110 units*	*-*	*110 units*	
Sub-total	*1,860 units*	*1,050 units*	*2,910 units*	
Service Apartments	250,000 sf *units*	375,000 sf *320 units*	625,000 sf *200 540 units*	
Entertainment Components	400,000 sf	200,000 sf	600,000 sf	
Theatre	*2,300 seats*			
Arena / MICE Centre	*Up to 4,700 seats*			
Total – Current Proposed GFA	**3,600,000 sf**	**2,400,000 sf**	**6,000,000 sf**	

Building People





- **CapitaLand Institute of Management and Business**
  - Invest in management bench strength
- **Learning & development institute**
  - Imbue CapitaLand's core values in employees
  - Equip employees with the knowledge, skills & attitudes needed to excel in a dynamic environment

CLIMB
Building People

Networking

Leadership Development

Learning & Development Programs
(General executive management programs)

Reinforcing CapitaLand's Core Values

Corporate Social Responsibilities – Green Initiatives

- Aim to be at the forefront in environmental awareness
- Established Green Committee to spearhead drive
- Achievements: ASEAN Energy Awards & BCA Green Mark Gold
- 1st Retail Player in Singapore to apply BCA Green Mark Gold Award for domestic and overseas malls

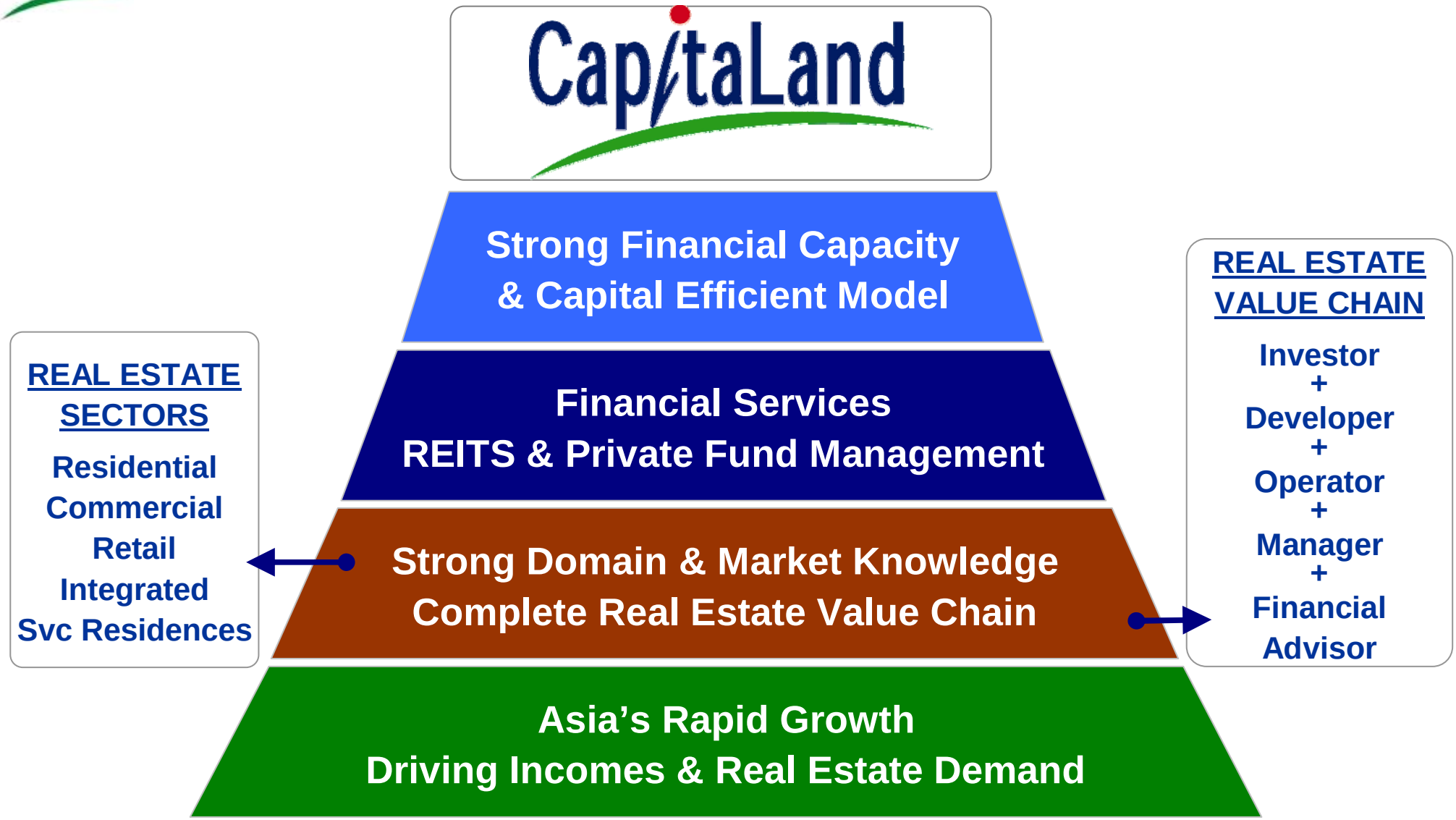

Clarke Quay, Singapore


One George Street, S'pore


RiverGate, S'pore


Wangjing Mall, Beijing

Summary – Solid foundation for Growth





Thank you