Expansion on Track

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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

- **Strong 1Q 2007, PATMI up 369% to S$608 million**
  - — Strong operating performance & EBIT margins by business units
- **Singapore very strong, EBIT contribution of 84%**
  - — Favourable office and residential environment
- **Overseas business remains positive**
  - — Overseas operating income grows in absolute terms
- **Growing financial services and fee-based income**
  - — Listed Quill Capita Trust and closed Malaysia Commercial Development Fund
- **Active capital management**
  - — Strong financial capacity: Net D/E ratio 0.50
  - — Special dividend of 5 cents payable on 28 May 2007

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

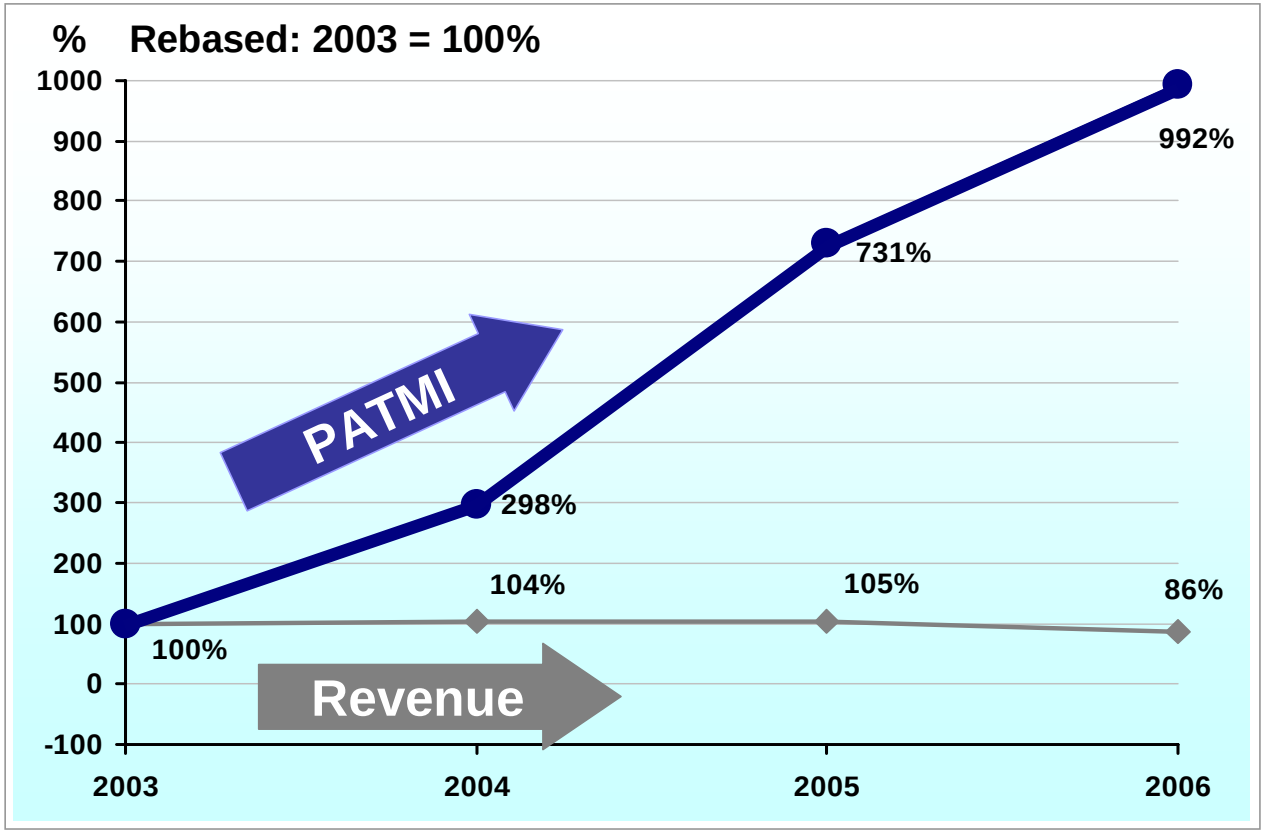
Delivering Results



1Q 2007 - Strong Earnings Performance

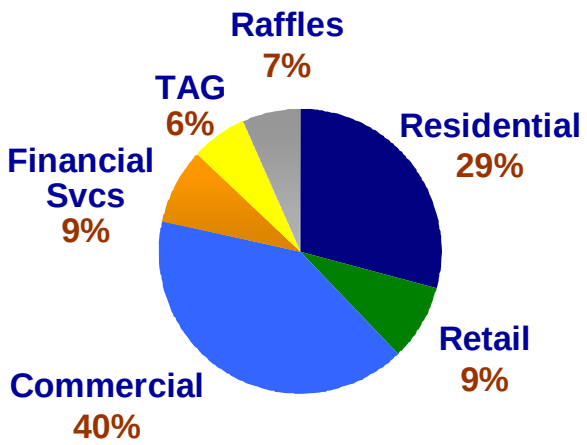
S$ million	3Mths 2006	3Mths 2007	Change
Revenue	658.7	637.0	↓ 3.3%
EBIT	223.6	819.5	↑ 266.4%
PATMI	129.6	608.1	↑ 369.4%
EPS (S cents)	4.7	21.8	↑ 363.8%
NTA / share (S$)	2.42	2.85	↑ 17.8%

Business Model: Revenue & PATMI impact

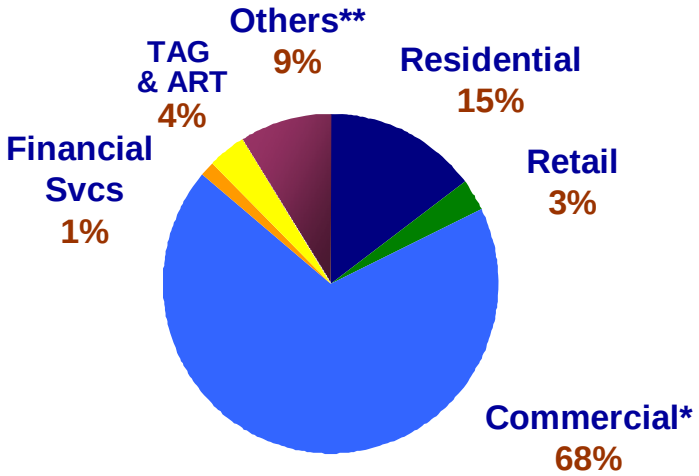


1Q2007 - EBIT Contributions by SBU

3Mths 2006 - S$223.6 million



3Mths 2007 - S$819.5 million



*Commercial - Include fair value gain from Temasek Tower and sale of Samsung Hub office space in Singapore
** Others - Primarily consisting of gain from placement of ART units

1Q 2007 - EBIT by SBU

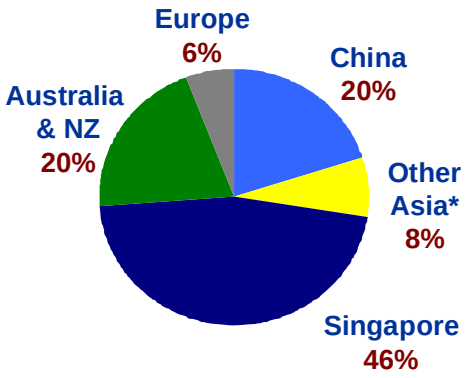
(S$ million)	3Mths 2006	3Mths 2007	Change
Residential	67.1	121.2	↑ 80.6%
Commercial	93.1	*560.9	↑ 502.4%
Retail	20.2	23.7	↑ 17.3%
Financial Svcs	**19.6	12.1	↓ 38.0%
TAG & ART	14.6	29.2	↑ 99.6%
RHL Grp	15.7	-	N.M.
Others & Adj	(6.6)	***72.4	N.M.
Total EBIT	223.6	819.5	↑ 266.4%

*Fair value gain from Temasek Tower totaling S$427m (PATMI)
**Includes S$11m mark-to-market gain on investment
***Primarily consisting of gain from placement of ART units totaling S$33.8m (PATMI)

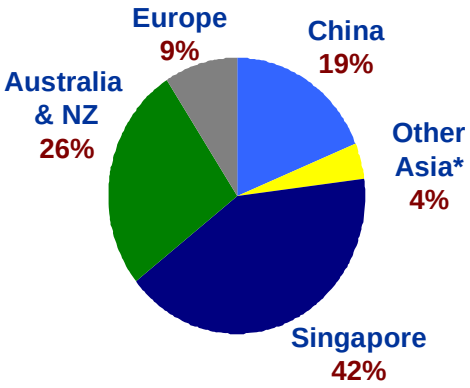
1Q 2007 – Geographical Breakdown

By Geographical Location

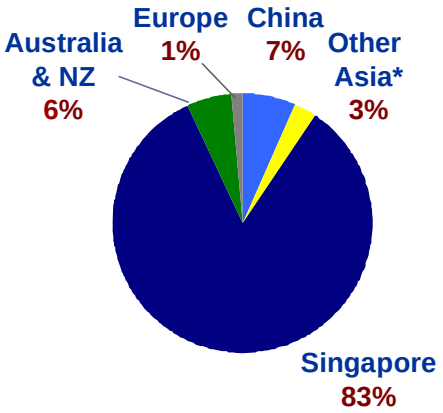
Total Assets S$20.8 billion



Revenue S$637.0 million



EBIT S$819.5 million



Strong Singapore Contribution in 1Q07

** Includes Hong Kong, India, Vietnam, Malaysia, Thailand and Japan*

1Q 2007 - EBIT by Geography

(S$ million)	3Mths 2006	3Mths 2007	Change
Singapore	65.8	684.5	↑ 940.2%
Australia & NZ	31.5	46.0	↑ 46.0%
China	**99.8	55.0	↓ 44.9%
*Other Asia	21.9	23.0	↑ 5.1%
Europe	4.7	11.2	↑ 137.9%
Total EBIT	223.6	819.5	↑ 266.4%

* Includes Hong Kong, India, Vietnam, Malaysia, Thailand and Japan
** Gain of S$55.9m from sale of Shanghai Xin Mao Property Dev't Co. Ltd

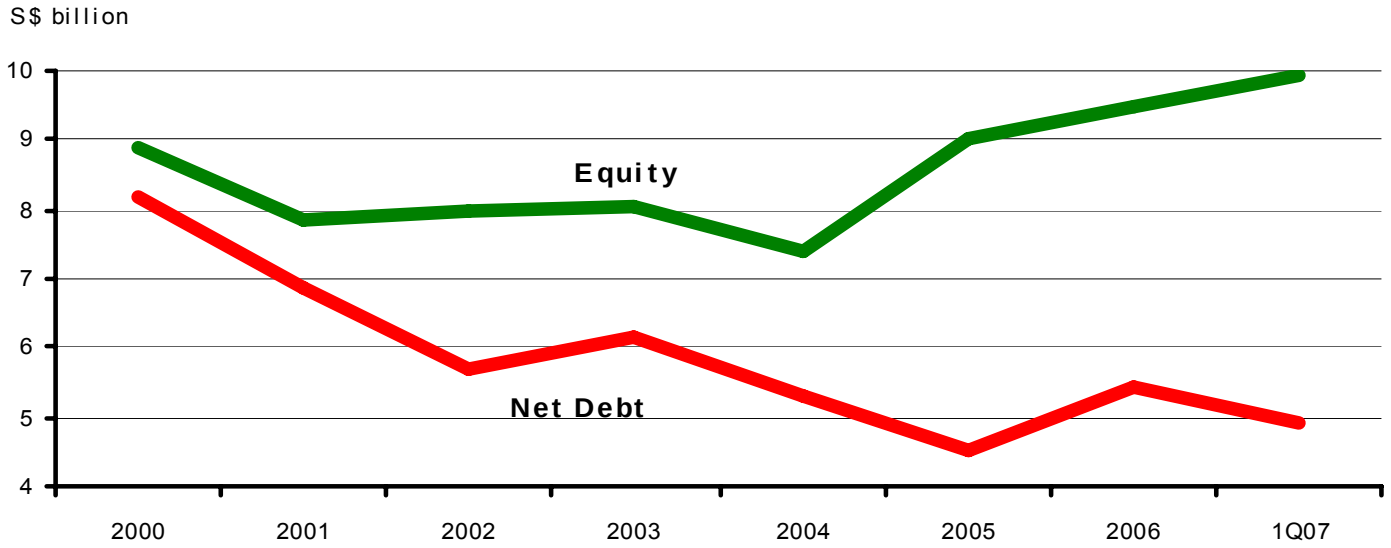
Financial Capacity / Debt Coverage

	3Mths 2006	3Mths 2007	Change
Net Debt (S$ billion)	4.83	4.92	Increased
Equity (S$ billion)	9.13	9.91	Increased
Net Debt / Equity	0.53	0.50	Decreased
% Fixed Rate Debt	65%	69%	Satisfactory
Finance Cost (S$ million)	70.1	91.1	Increased
Interest Cover Ratio (ICR)	5.4	13.9	Satisfactory
Interest Service Ratio (ISR)	3.1	1.0	Decreased

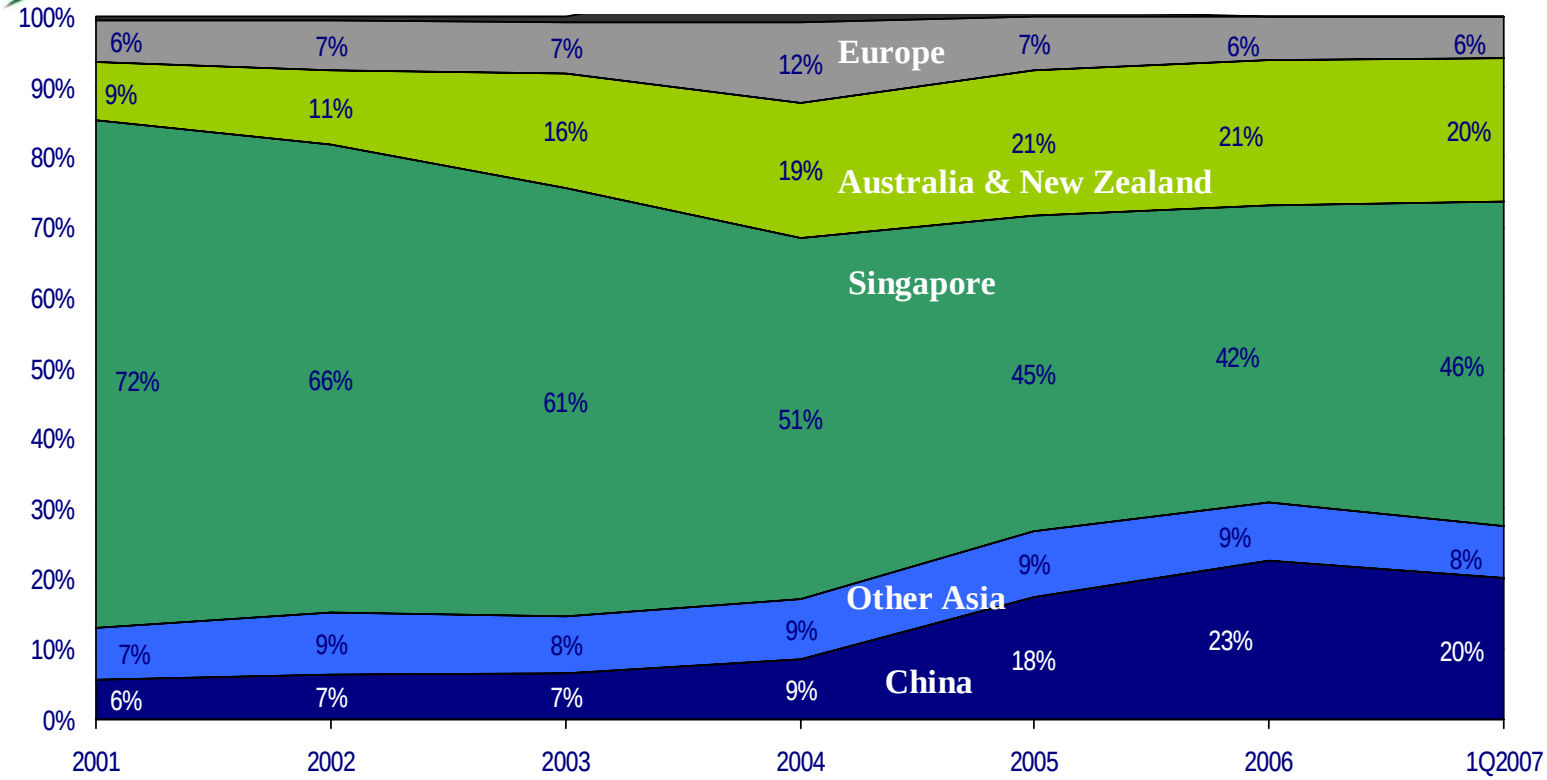
ICR = $\frac{\text{EBITDA}}{\text{Net Interest Expense}}$

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

Balance Sheet Capacity



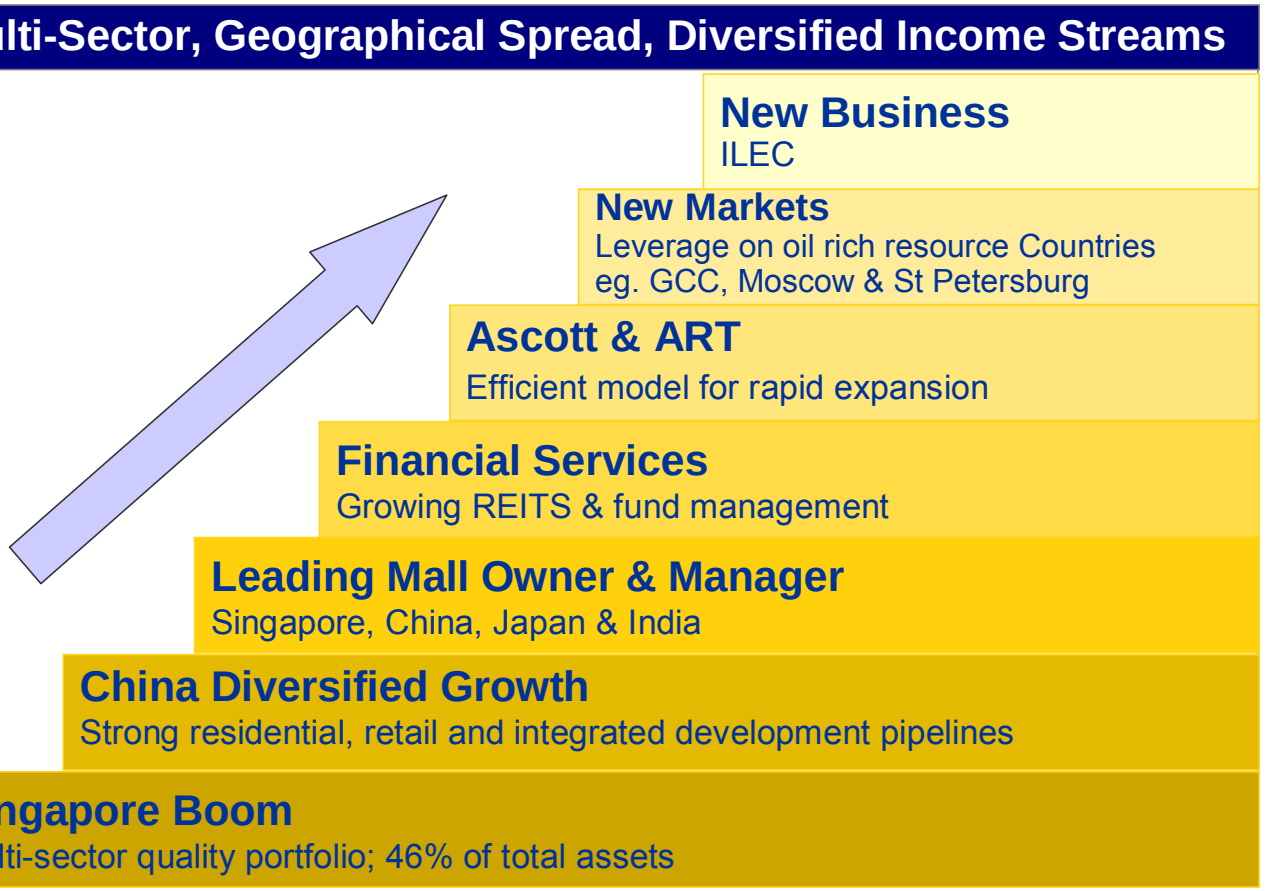
Capital Allocation by Geography 2001 to 1Q2007



Drivers For Sustainable Growth



Drivers for Sustainable Growth

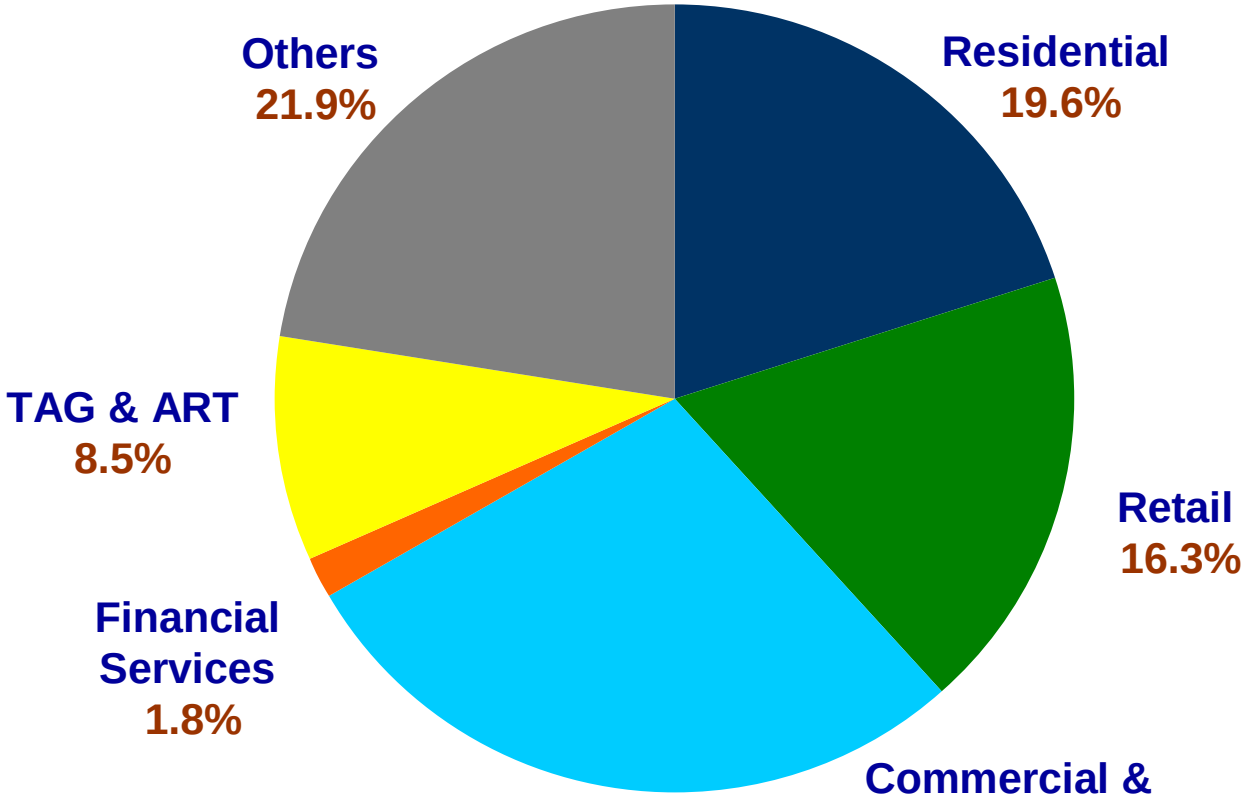


Singapore Restructures

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 growth of 4.5% p.a. to 2010
- **173,000 jobs created in 2006, all time high**
  - Unemployment rate at just 2.6%

Asset Allocation 1Q2007 – Singapore (S$ 9.6b – 46%)



Residential - Launches

- **The Orchard Residences launched in 1Q07**
  - — Phase One (98 units) fully sold
  - — Prices breached S$4,000 psf, with average pricing of S$3,213 psf

- **Target to launch 1,000 to 1,200 units in 2007**
  - — The Seafront on Meyer, Botannia, Dragon View site and Silver Tower site.
  - — Caters across spectrum: mid-end, high-end and super-luxury segments.


The Orchard Residences


The Seafront on Meyer

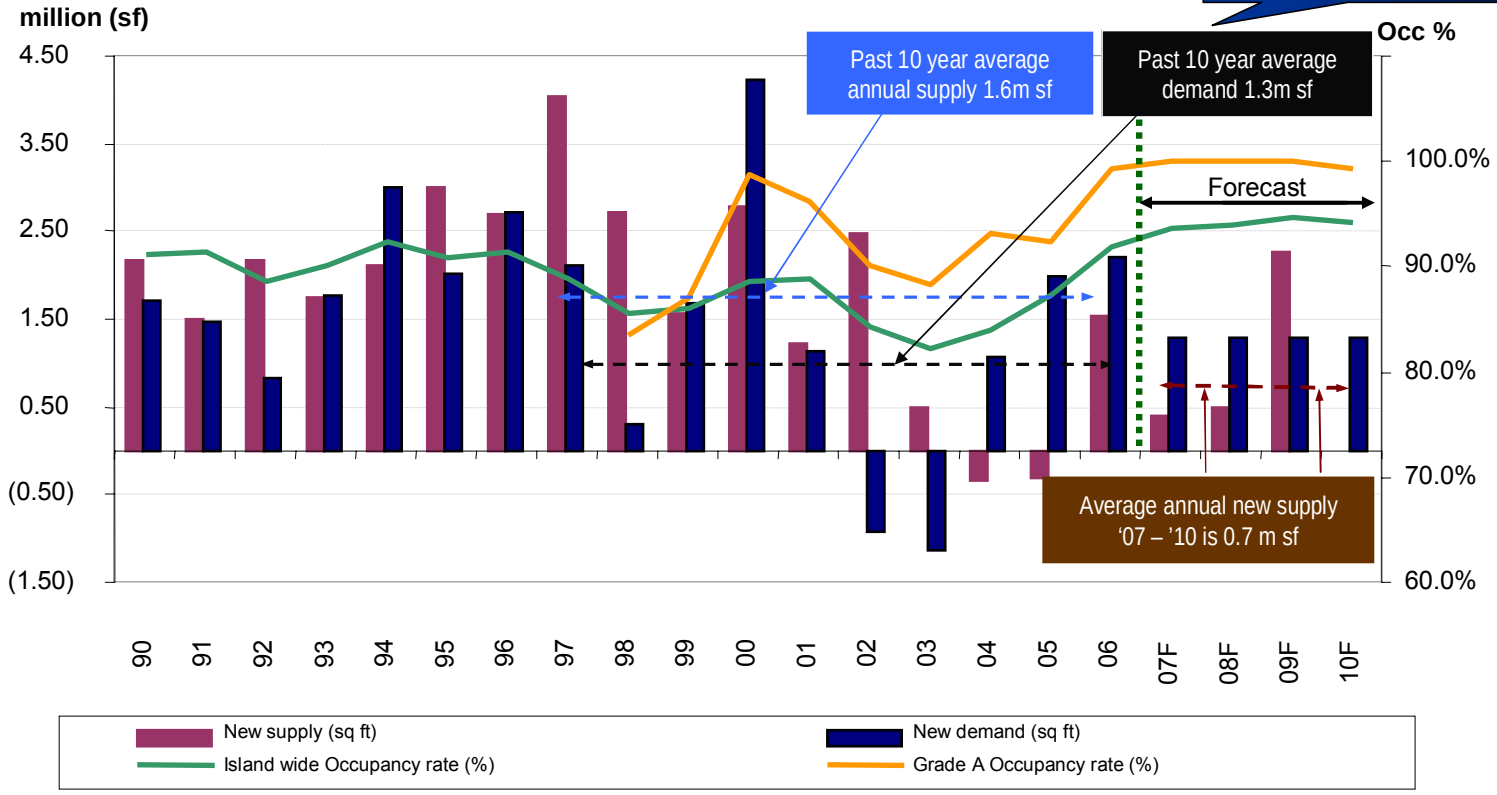
Residential - Pipeline

- **Quality residential development sites slated for launch in 2007**

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

Commercial – Positive Outlook

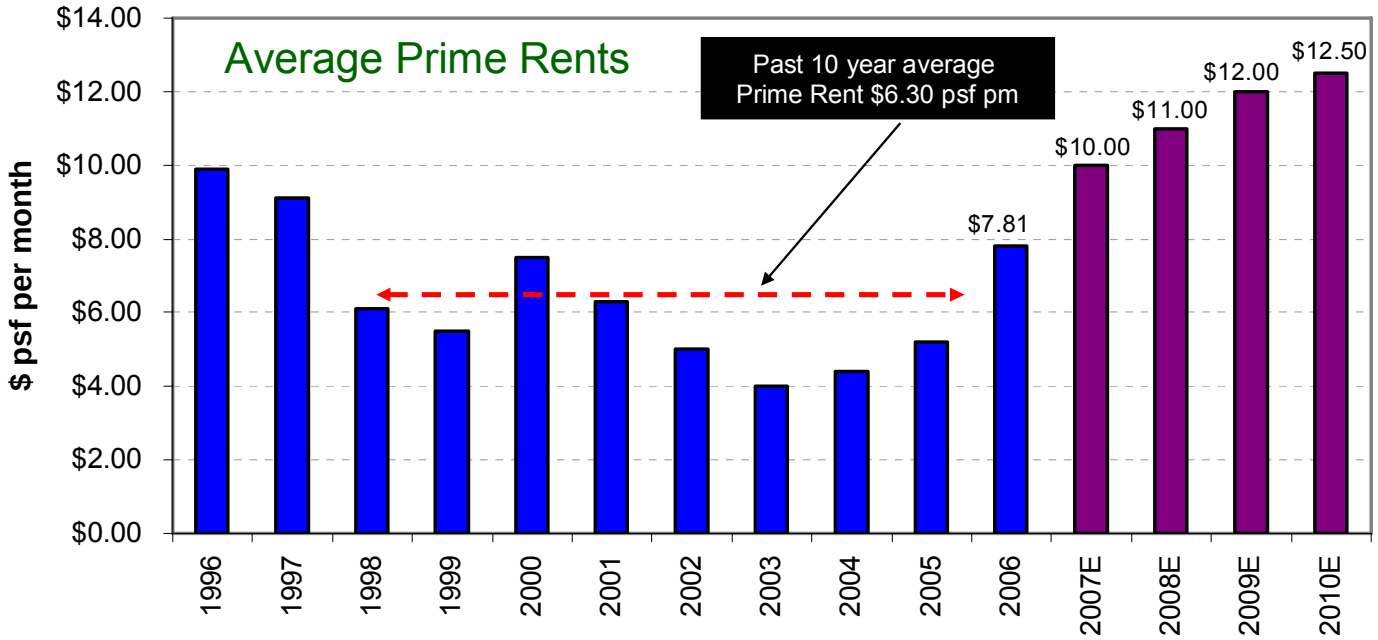
Annual Supply, Demand & Occupancy (1990-2010)



Source: CBRE Research

Commercial - Rent Rising

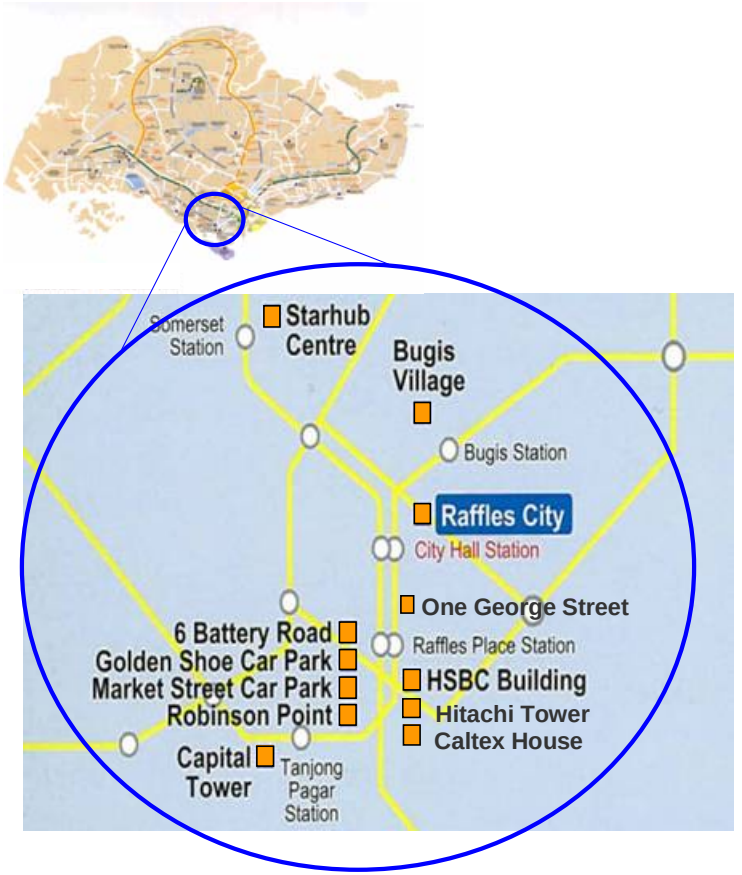
	1Q 2007	Vs 1Q 2006	Vs 4Q 2006
Prime	$8.60 psf pm	Up 53.6%	Up 10.1%
Grade A	$10.60 psf pm	Up 76.7%	Up 21.4%



Source:CBRE Research

Commercial – Premium Portfolio

- **One of the largest owner/manager in Downtown Core in Singapore**
  - Net Lettable Area of approximately 3.4m sqft worth >S$5b
- **Occupancy Rates @ 99%**
  - above islandwide average
- **To benefit from tight office space market**
  - Over 55% of leases due for renewal in 2007-2008



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**

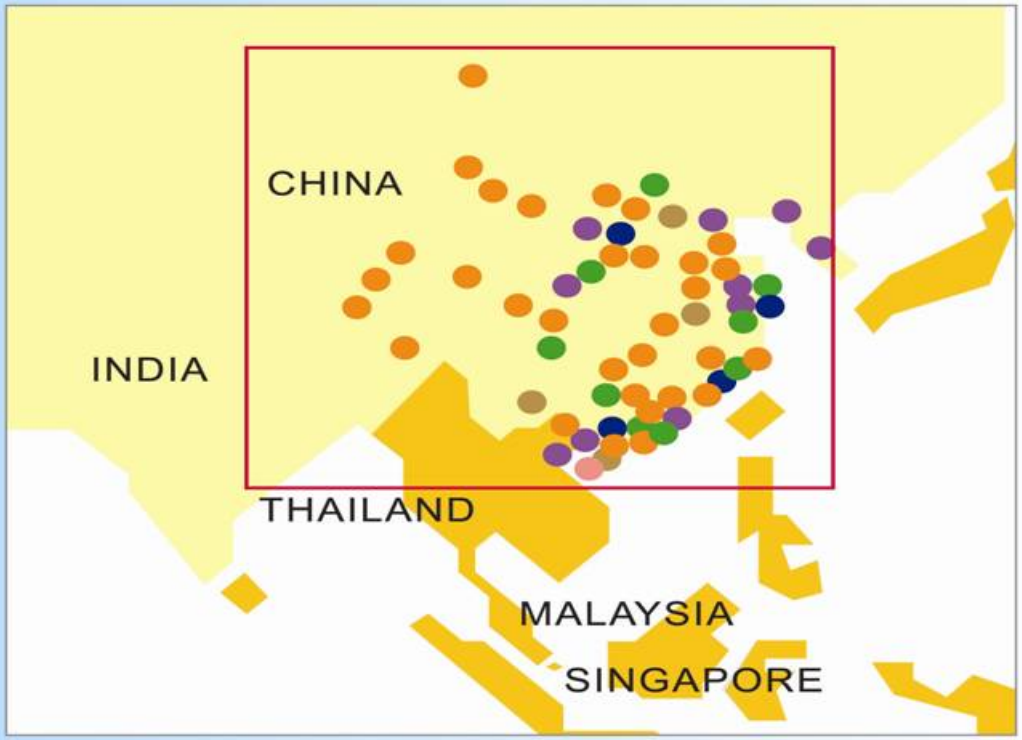
China Diversified Growth
- Four Strategic Thrusts

Residential
Building 35,000 homes together with our partners,

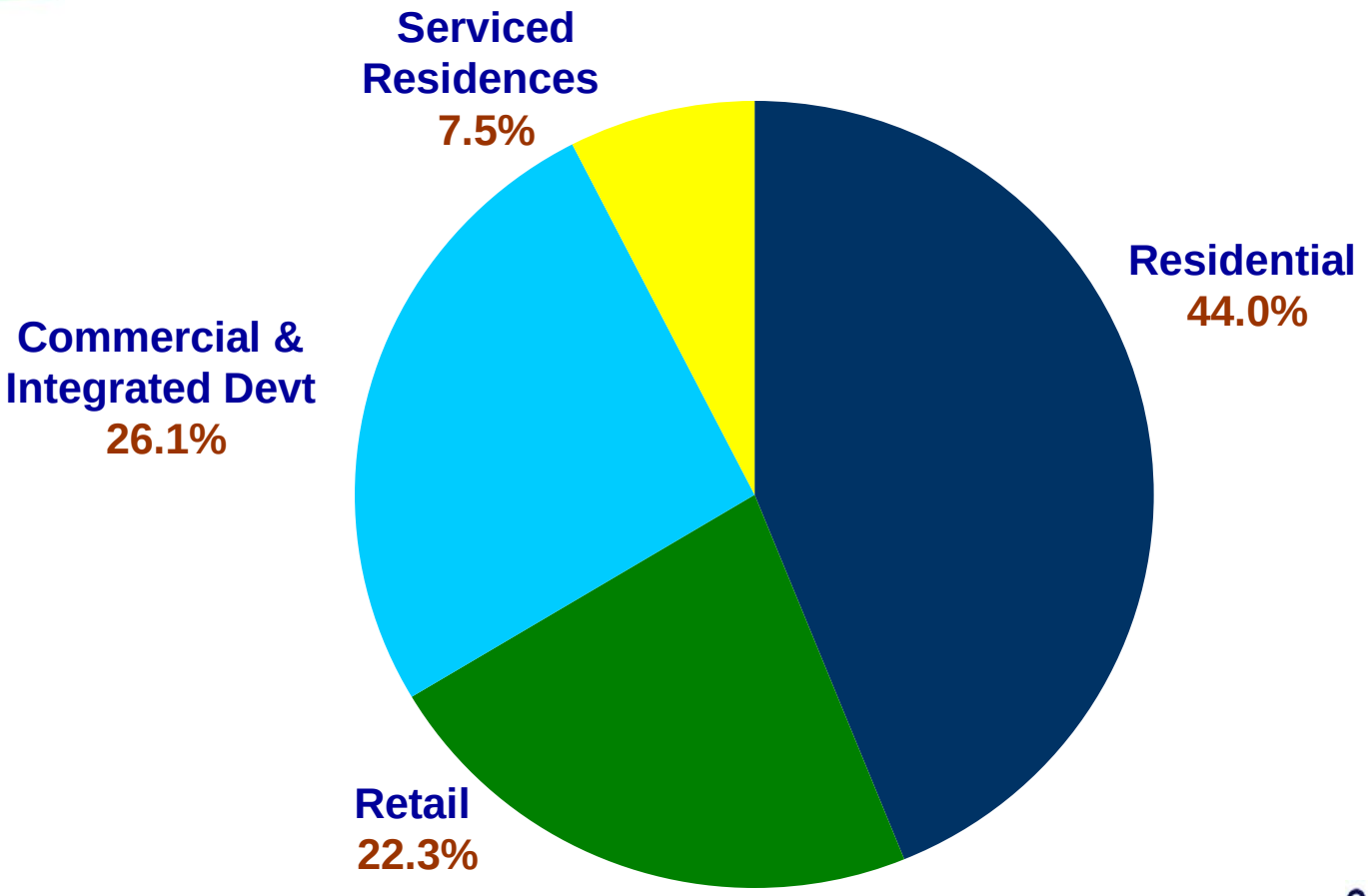
Retail
Over 100 malls Across China

Integrated Dev
Raffles City in Gateway Cities

Serviced Residences
Target 10,000 units by 2010



Asset Allocation 1Q 2007 – China (S$ 4.2b – 20.1%)



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 sqm 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**
  - — To launch 2,000 to 3,000 units in 2007
  - — 35,000 homes in 5 years with our partners



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	17.5	>50.5**
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*

Retail - Singapore

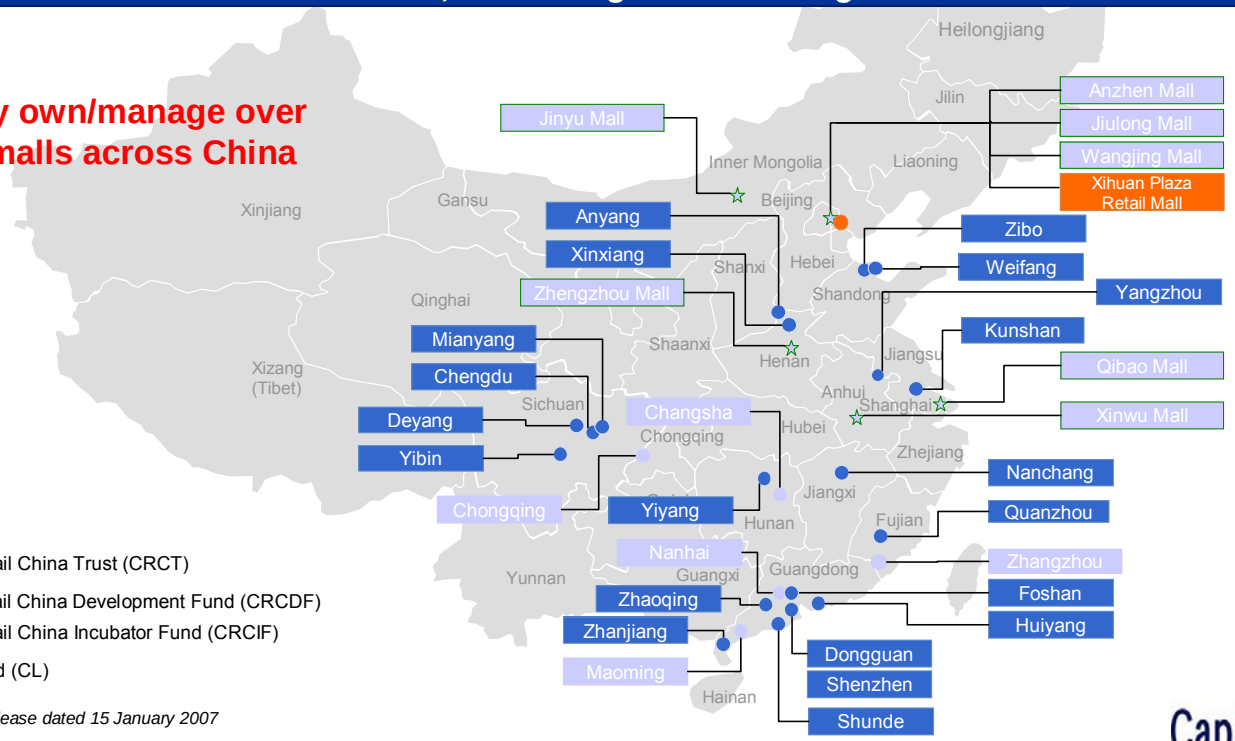
- **Strong performance in 1Q 2007**
  - — Higher revenue from Clarke Quay, higher management fees in view of enlarged portfolio
- **Orchard Turn Retail**
  - — Ultimate prime shopping site in Singapore with over 660,000 sqft of net lettable space
- **CMT acquires CapitaRetail Singapore Fund assets**
  - — Lot One, Bukit Panjang Plaza & Rivervale Mall
  - — Asset base to increase by S$710m



Retail China…
Geographically Diversified in Multi-Tiered Cities

Currently, 33 retail malls across China
New Memorandums of Understandings[1] signed to acquire over 35 retail malls in major provinces/cities which include Beijing, Guangdong, Sichuan, Shandong & Inner Mongolia

Potentially own/manage over 70 retail malls across China



☆ CapitaRetail China Trust (CRCT)
● CapitaRetail China Development Fund (CRCDF)
● CapitaRetail China Incubator Fund (CRCIF)
● CapitaLand (CL)

[1] *CapitaLand press release dated 15 January 2007*

CRCT









- Listed first pure-play China retail REIT in Singapore
- Initial portfolio of 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 176.1% since IPO on 8Dec06





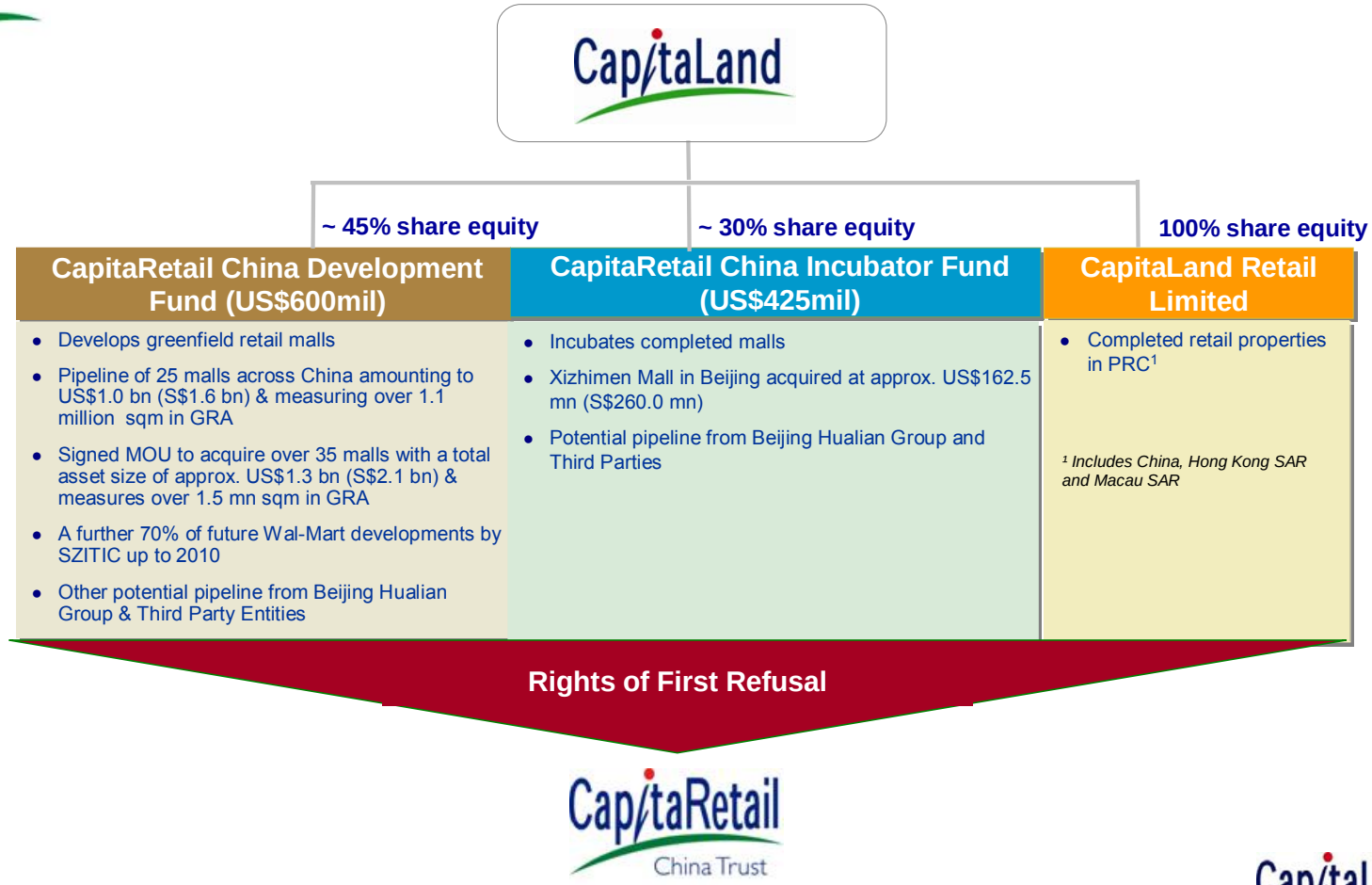


Retail – China Retail Strategy

Country	Malls	Operational	By 2007	By 2008
CRCT	7	7	-	-
CRCDF	20	5.5[1]	4.5[2]	10
CRCIF	1	-	1	-
CL	5	5	-	-
	33[3]	**17.5**	**5.5**	**10.0**

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

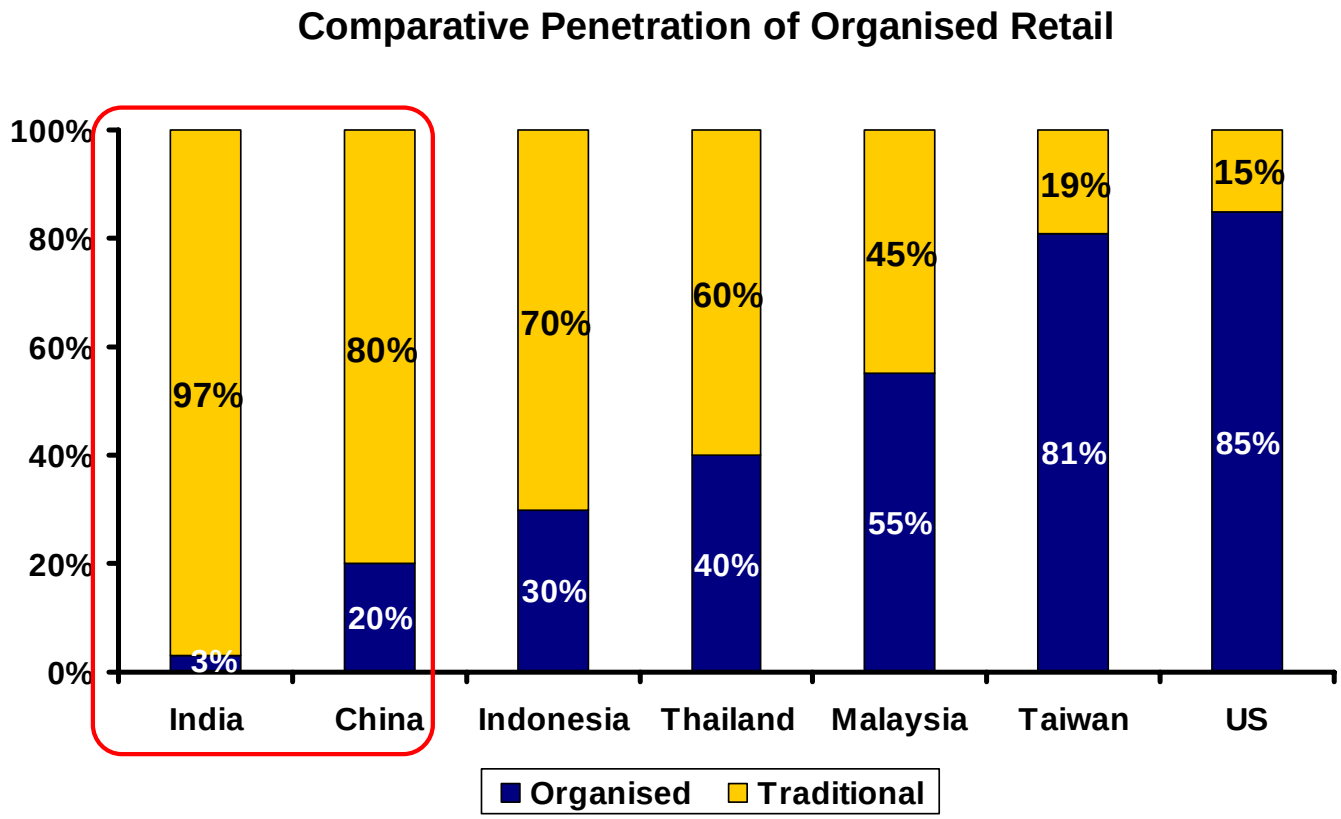


India

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



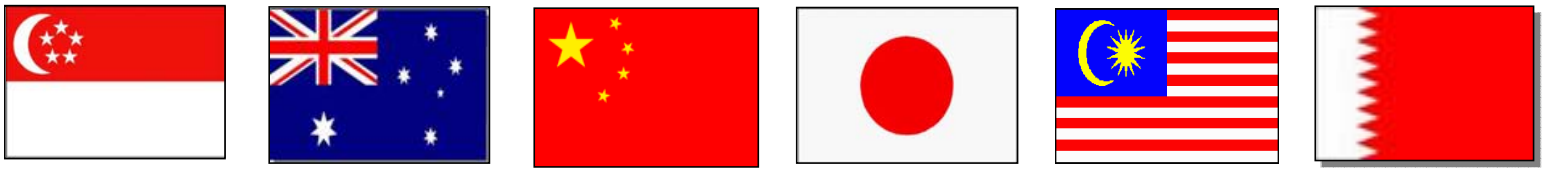
China & India Retail Potential



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 12 private real estate funds**
  - Listed 3 new REITs in 2006: ART, CRCT, and QCT
  - Completed 4 new private real estate funds:
    - CapitaRetail Dev Fund : US$600m
    - CapitaRetail Incubator Fund : US$425m
    - Malaysia Commercial Dev Fund : US$270m (*not invested*)
    - Raffles City Bahrain Fund : US$350m (*not invested*)



Financial Services – Recent Completion

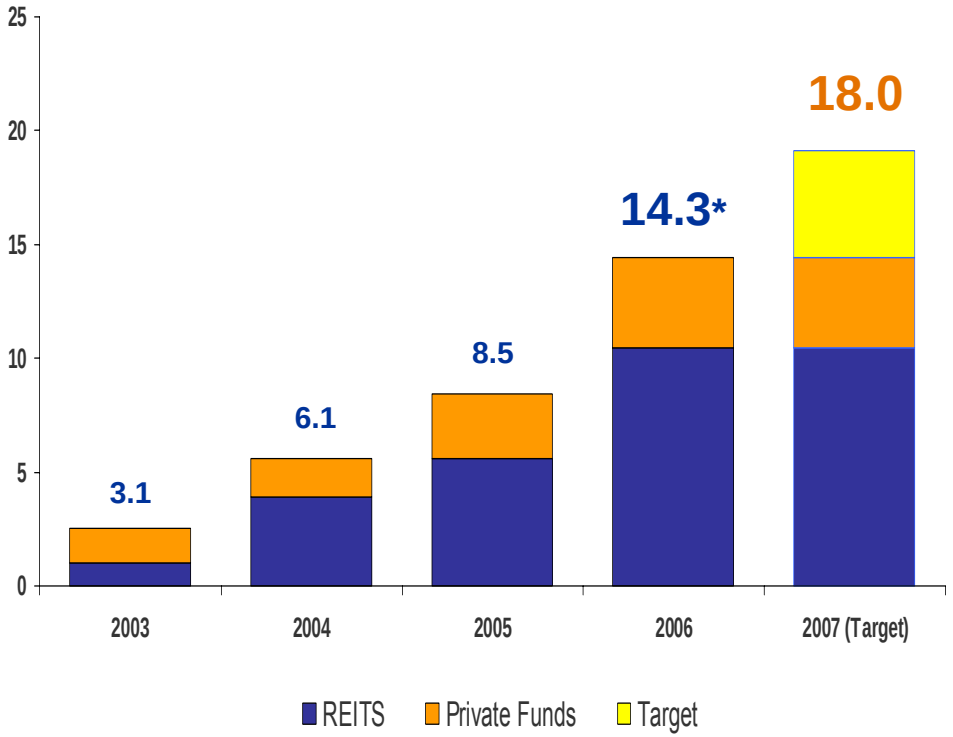
- **Malaysia Commercial Development Fund**
  - Raised US$270m, invest up to US$1b
  - More than 3x subscribed
  - Potential pipeline for Malaysian listed QCT
- **Raffles City Bahrain Fund**
  - Raised US$350m to develop Raffles City Bahrain
  - CapitaLand's 2nd Shariah-compliant fund
  - 1st real estate equity Sukuk fund in the world
- **J-REIT Acquisition**
  - 13% stake in BLife Investment Corp.
  - 33.4% stake in REIT manager Morimoto Asset Management Co. Ltd. for JPY0.2 b (S$2.5m)
  - Platform for growing financial services in Japan

Listed	22 March 2006
Market Cap.	JPY38 b (approx S$478 m) @ 14 May 07
Investment Mandate	Residential (70%) & Retail (30%)
Current Portfolio	14 Properties in prime locations in Tokyo


Raffles City Bahrain


Mont' Kiara

Financial Services - New AUM Target 2007

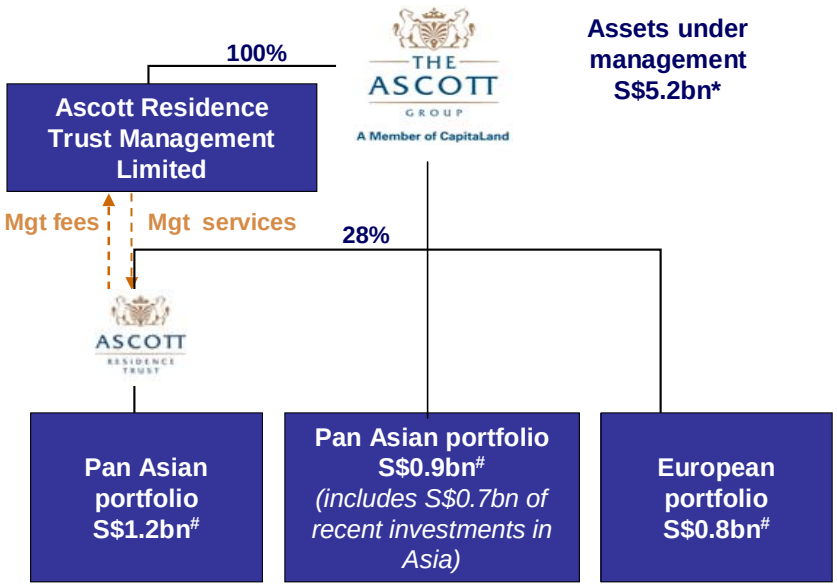


REITS
CMT
CCT
ART
CRCT
QCT

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

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

The Ascott Group – Growth Platform in ART



Portfolio values as at 31 March 2007

* Includes owned assets

The Ascott Group Ltd

- Doubled operating profits to S$3.8m in 1Q'07
- Increased fee-based income
- Invested S$80m in Shanghai, Xi'an and Tokyo to add 504 units
- Realised portfolio gains on Somerset Chancellor Court in Ho Chi Minh City to ART in 1Q'07

Ascott Residence Trust

- DPU of S$8m in 1Q'07, 10% above forecast
- Successfully placed out 105.3m new units, raising S$199m
- Moody's assigned Baa2 rating
- Expanded portfolio to 18 properties with 2,904 units in 7 Pan-Asian countries

The Ascott Group – Rapid Expansion

- **Entry into fast-growing Eastern Europe (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



Somerset Strogino

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
  - — Launched 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

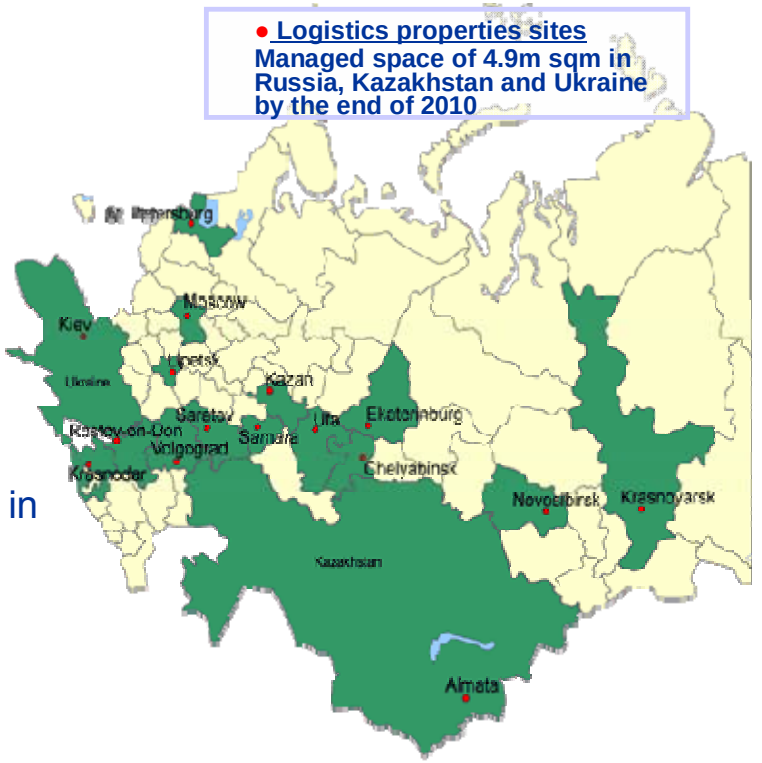

Raffles City Bahrain

New Markets
- 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**

- **First Logistic Investment**
  - MOU signed with Eurasia Logistics Ltd
  - To build 16 Class A Logistics properties in Russia, Kazakhstan and Ukraine
  - Total investment of about US$3b
  - Propose to acquire an initial 10% stake
- **GCC and Central Asia**
  - Bahrain
  - Abu Dhabi
  - Kazakhstan, 2nd largest in oil reserve



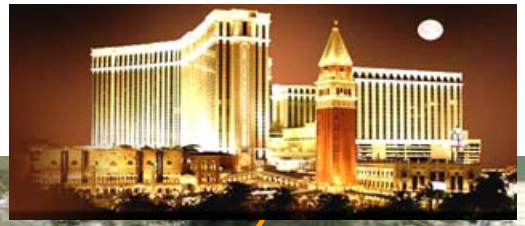
New Business – Macao Studio City

- 20% effective stake with development role
- Total share of investment, S$764m
- IRR 15.2%

Galaxy Mega Resort



Venetian Macao



City of Dreams





Macao Studio City

- Directly opposite Lotus Bridge-Zhuhai crossing immigration point, the future main access point in Macau
- Opposite future Hengqin Island Development
- Adjacent to new 18 hole Championship Oriental Golf Course (opening in 2007)

Macao Studio City

Site Area : 1.41 mil sf **PDE** : S$3.80 billion

Indicative GFA (mil sf)	Phase 1 (approved)	Phase 2 (pending)	Total	
Hotel Apartments (>540 units)	0.2	0.2	6%	0.4
Hotels (2910 rooms, 1 5-Star + 2 4-star)	1.8	1.8	55%	3.6
Casino (> 400 tables)	0.2	0.3	7%	0.5
Retail complex	0.8	0.5	20%	1.3
Entertainment	0.3	0.06	5%	0.3
Conference/Exhibition Hall	0.4	0.06	7%	0.5
Total	**3.7**	**2.9**	**100%**	**6.6**





Completion Timeline

2009 : Phase 1
2012 : Phase 2



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

- Achievements to date : 3 ASEAN Energy Awards,11 BCA Green Mark, 1 HK-BEAM Awards
- Top management commitment with a Steering Committee comprised of CEOs
- Green Committee to spearhead initiatives
- On route to attaining ISO14000 certification Group-Wide (for environmental management systems)
- Implemented “Green Buildings Guidelines” group-wide
- Working with government agencies and educational institutions in the areas of new environmental standards and R&D



Summary – Solid foundation for Growth

