



Balanced Portfolio, Focused Business



April 2008



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.

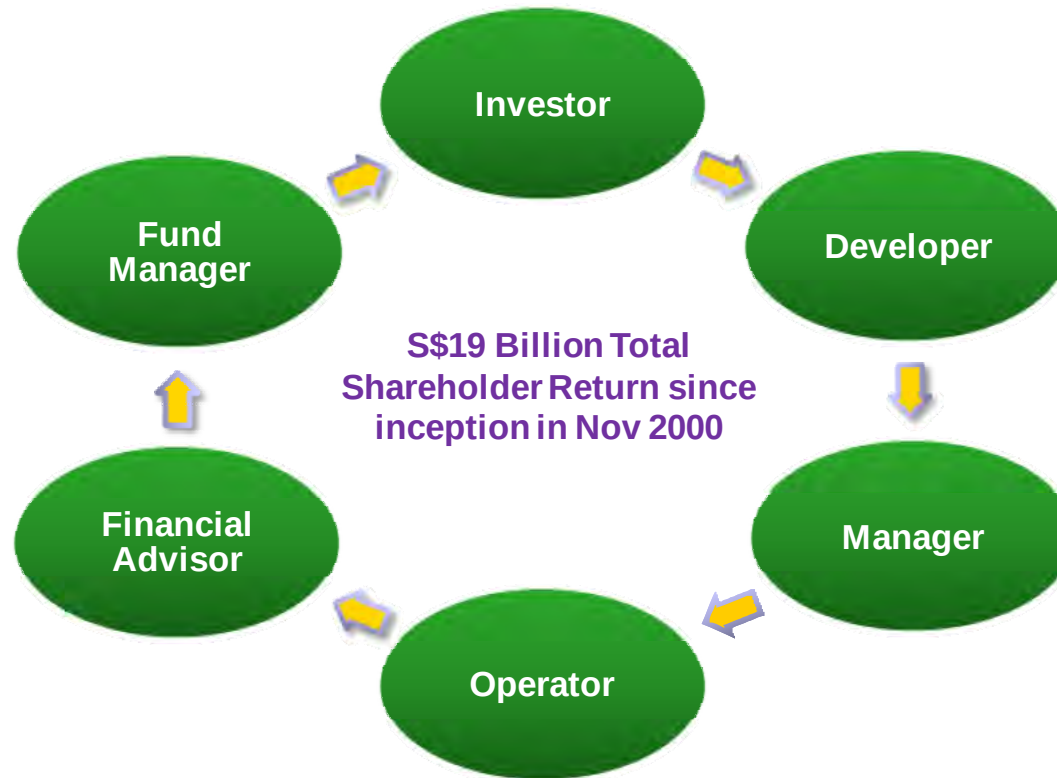
CapitaLand - Market Leadership in Asia Pacific





Complete Real Estate Value Chain

Capital efficient business model for sustainable growth



Our Business Model





CapitaLand Group comprises 7 listed Companies with total Market Capitalisation of S\$26.3 billion (31 Mar08)

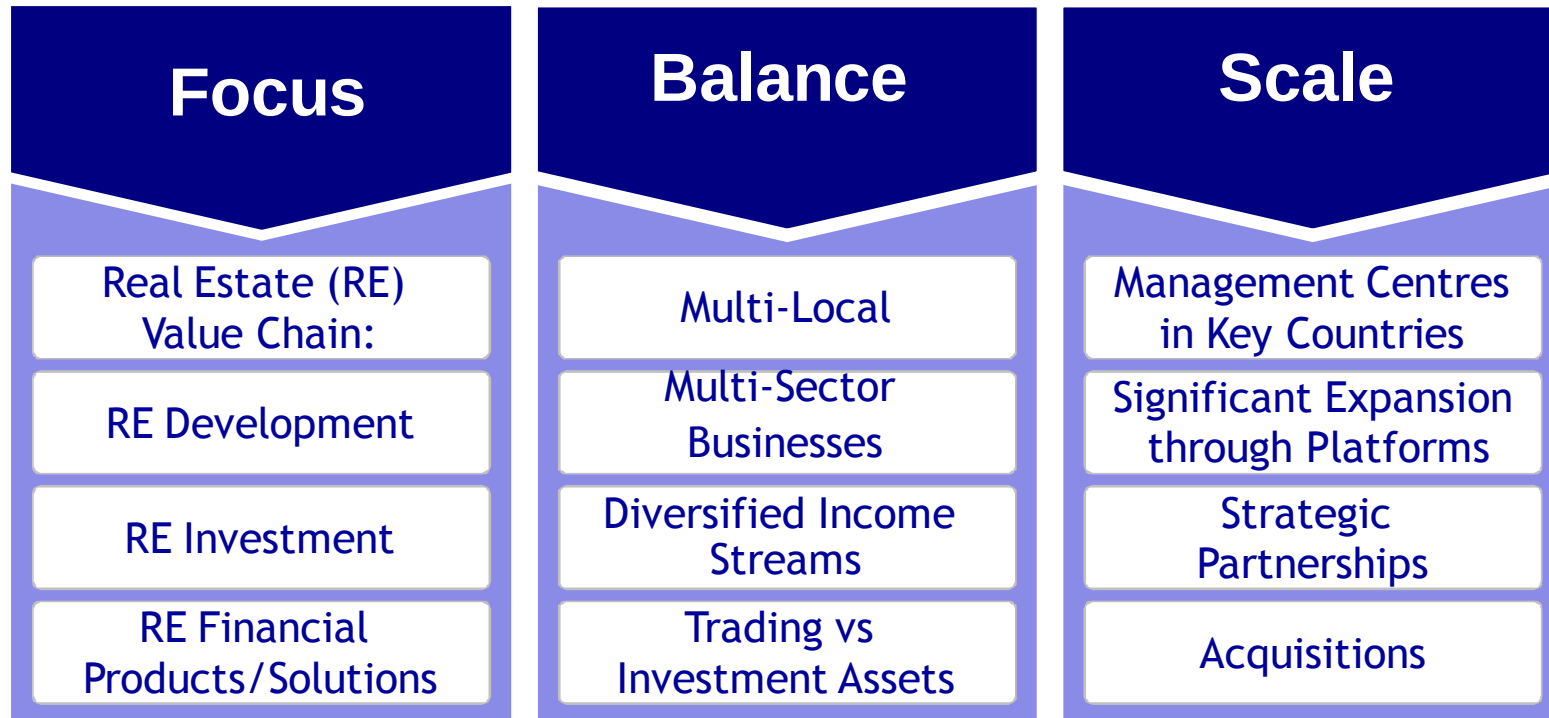
Ⓛ Other Listed Entities

* Integrated, Leisure, Entertainment & Conventions

** as at 11 Mar 2008 CL has succeeded in accumulating 98.37% interest in The Ascott Group

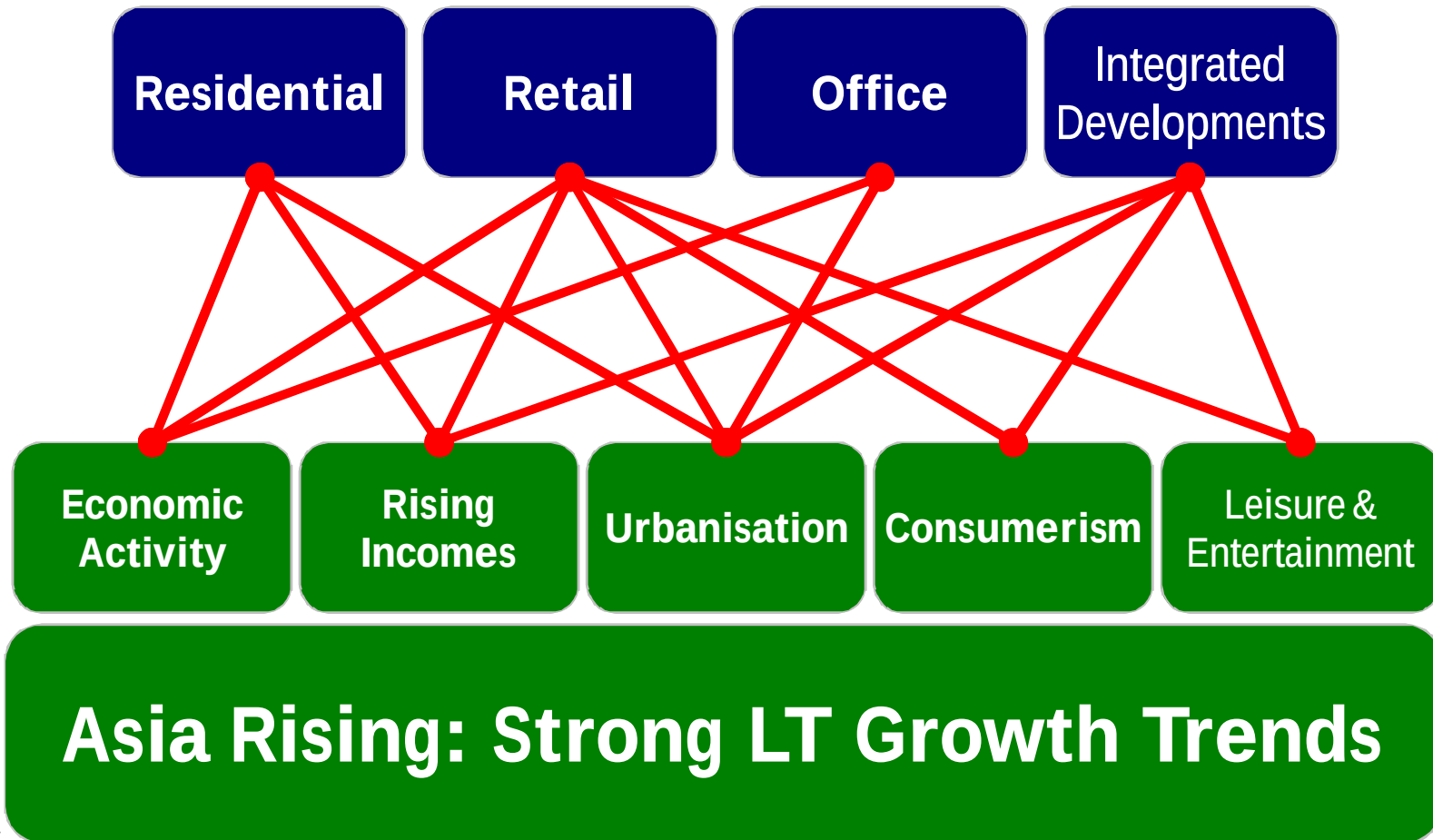


Basic Principles

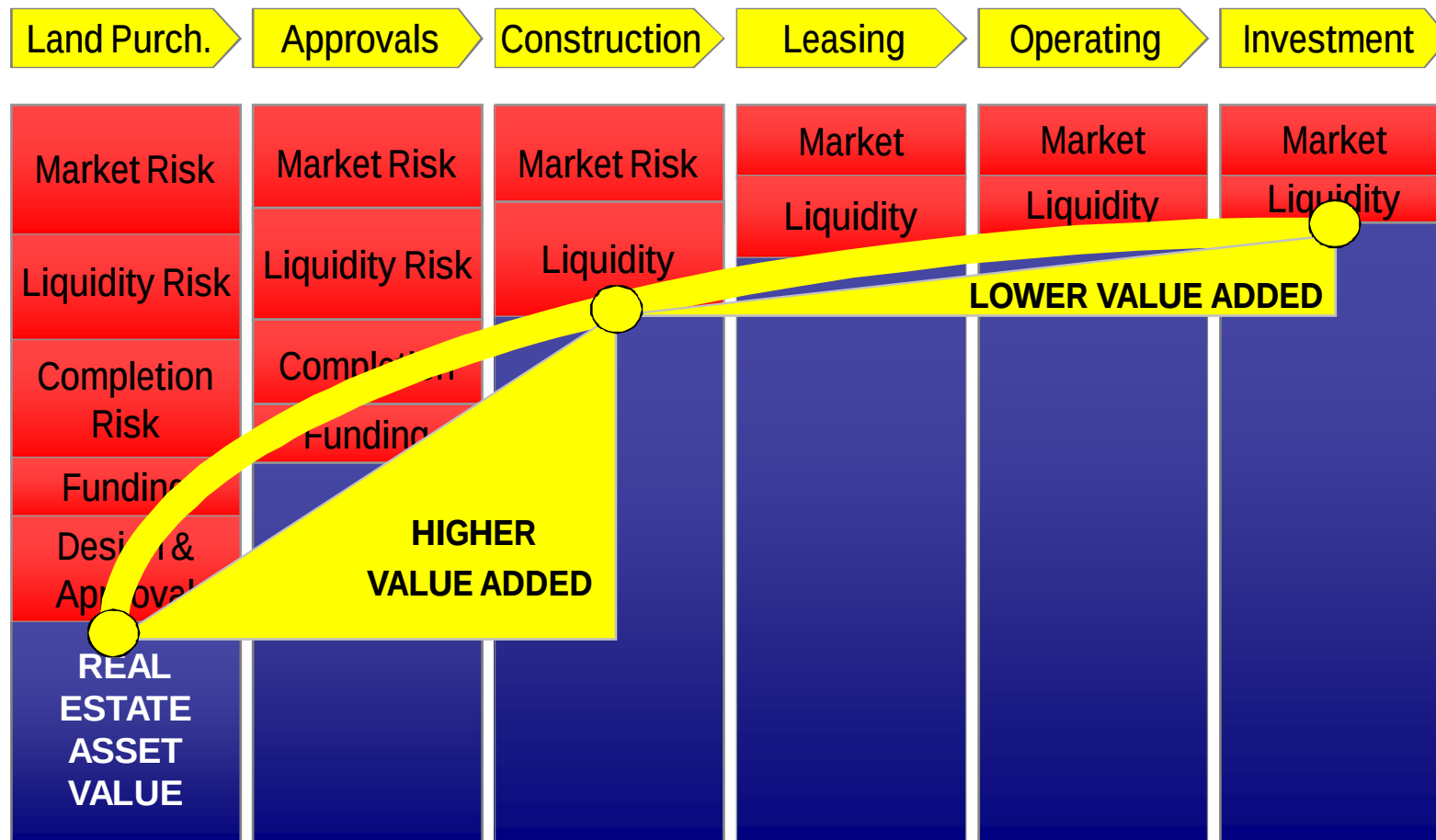




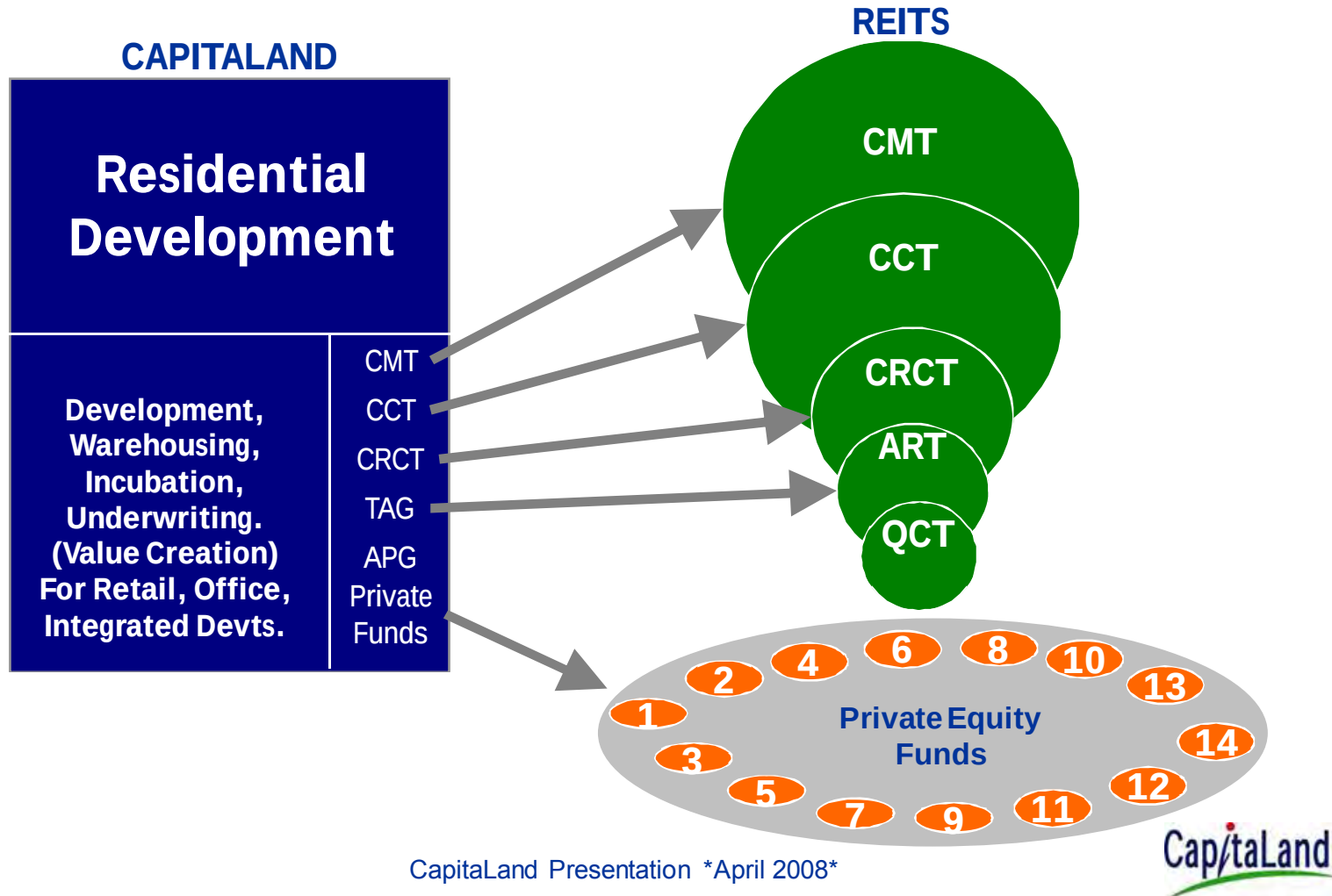
Plugging Into Growth Trends



The Value Chain & Value Creation



Capital Management - Structural Clarity



Financials





FY2007 – Record-breaking Results

- **Record PATMI of S\$2.8 billion, ↑ 173% y-o-y**
 - Exceptional performance across all businesses
- **Core markets outperformed**
 - Singapore: EBIT ↑ 150% to S\$2.3 billion
 - China: EBIT ↑ 115% to S\$879.3 million
 - Australia: EBIT ↑ 61% to S\$450.2 million
- **Further inroads in new markets**
 - Vietnam, India and Gulf Co-operation Council (GCC) countries
- **Financial Services business expanding**
 - Achieved AUM of S\$17.7 billion
 - Closed 6 private funds totalling S\$3.5 billion
 - Listed Quill Capita Trust
- **Active capital management, strong balance sheet**
 - Extending debt maturity (average 4.1 years)
 - Maintaining high liquidity (cash S\$4.4 billion)
 - Healthy D/E ratio (0.47)



FY2007 – Record Profits

(S\$ million)	FY2006	FY2007	Change
Revenue	3,147.7	3,792.7	↑ 20.5%
EBIT	1,814.1	3,824.0	↑ 110.8%
PATMI	1,012.7	2,759.3	↑ 172.5%
EPS (S cents)	36.6	98.6	↑ 169.4%
NTA / share (S\$)	2.64	3.53	↑ 33.7%



FY2007 – Excluding Revaluation Gains

(S\$ million)	FY2006	FY2007	Change
PATMI	1,012.7	2,759.3	↑ 172.5%
Revaluation	276.0	1,052.2	↑ 281.2%
PATMI (ex reval)	736.7	1,707.1	↑ 131.7%

For the purpose of 2006, revaluation reflects write back of assets revaluation deficits of S\$276.0 million

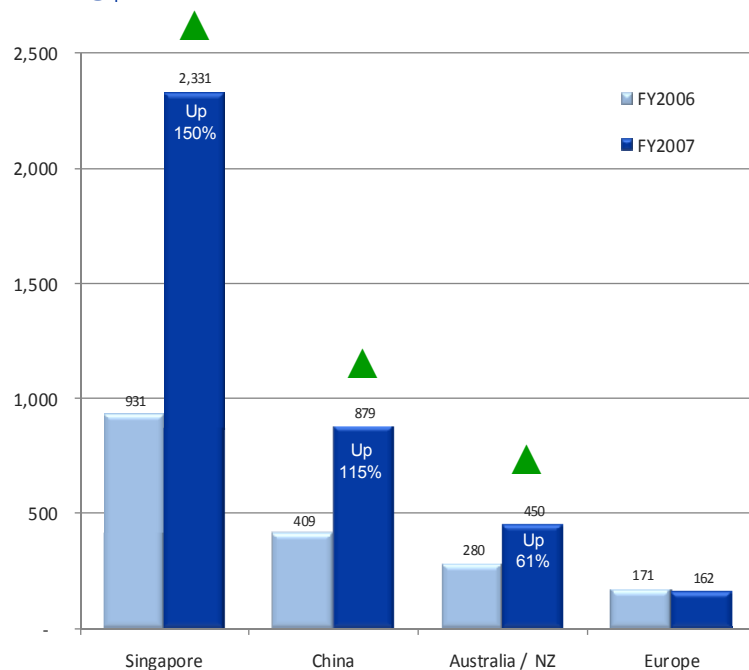
For the purpose of 2007, revaluation reflects unrealised fair value gains of S\$1,052.2 million



FY 2007 – Core Markets / Businesses Outperformed

Geographical Breakdown

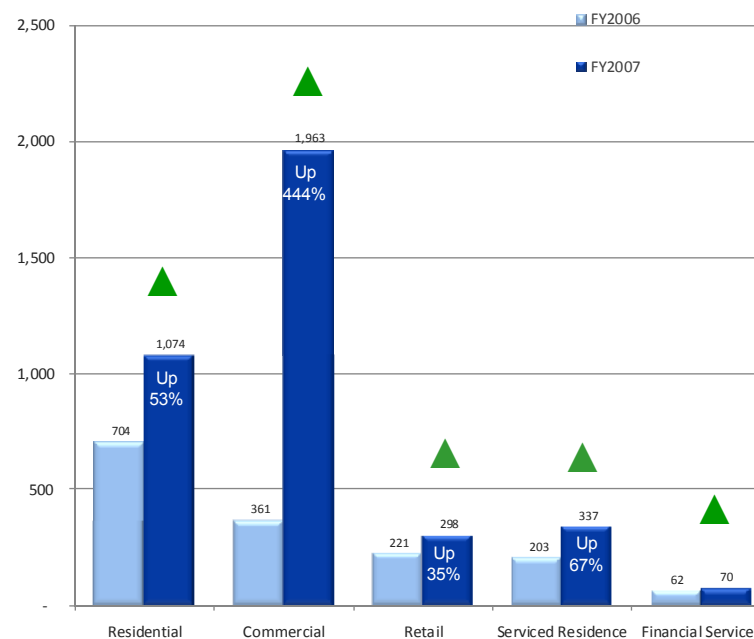
EBIT S\$mil



China : Includes Hong Kong and Macau

SBU Breakdown

EBIT S\$mil



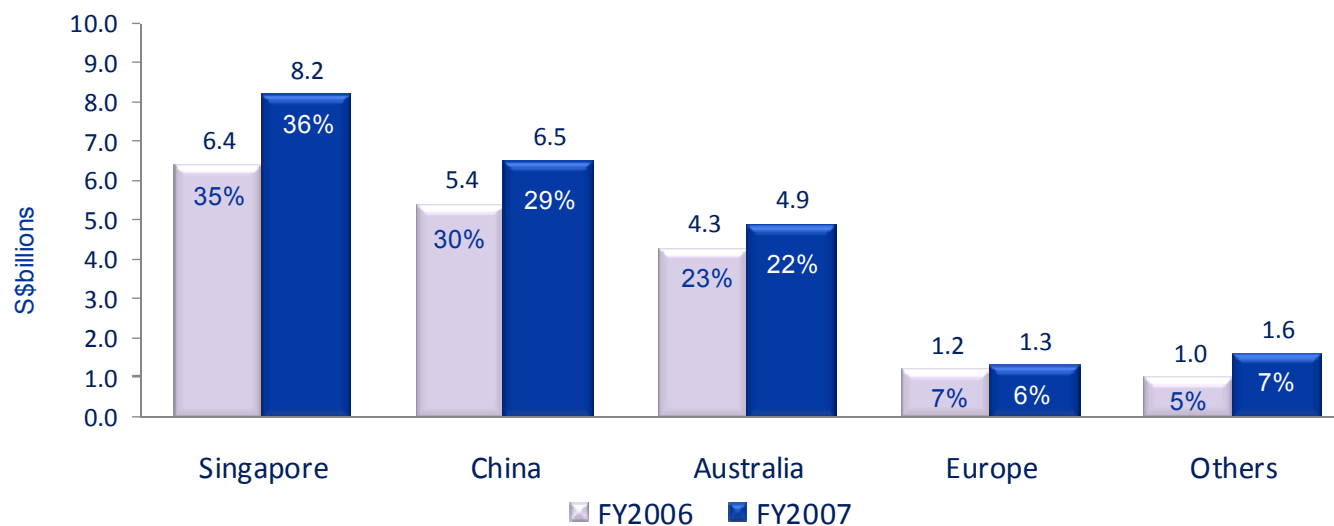
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Assets by Geography

Diversified Geographical Presence
Assets (ex-cash) FY2007: S\$22.5 billion (FY2006: S\$18.3 billion)



	Assets		EBIT	
	FY 2006	FY 2007	FY 2006	FY 2007
Singapore	35%	36%	51%	61%
Overseas	65%	64%	49%	39%

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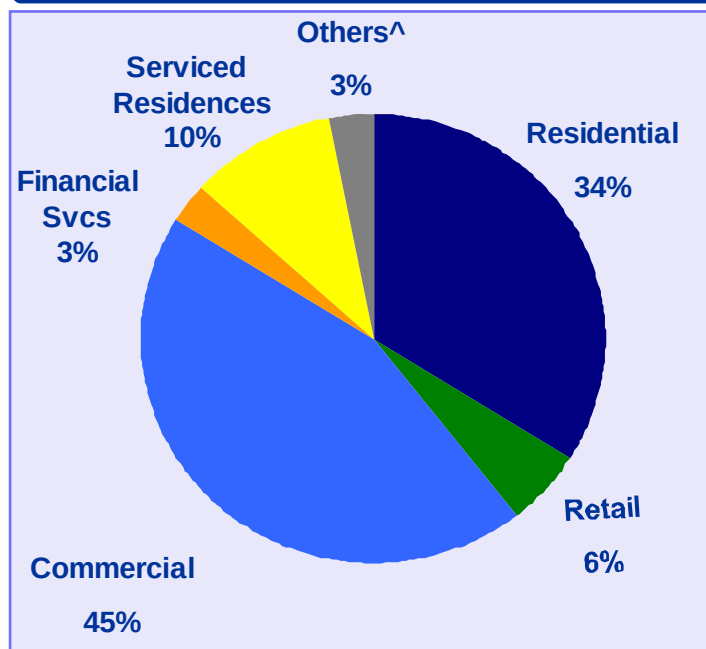




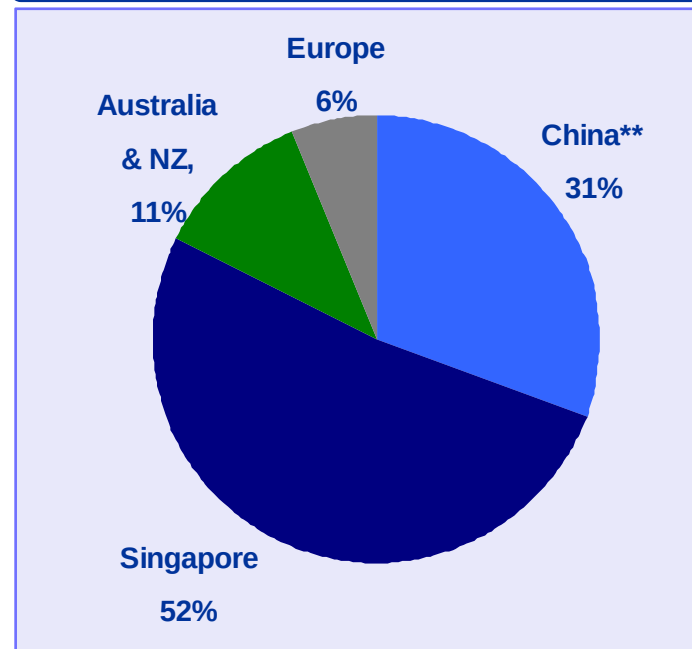
Balanced Portfolio

FY07 EBIT - S\$2,644 million
(excluding revaluation gains)

By Businesses



By Geography



^ primarily consisting of gains from placement of ART units

* includes: Vietnam, India, Thailand, Malaysia, GCC, Japan, The Philippines, India & Indonesia

** includes Hong Kong & Macau

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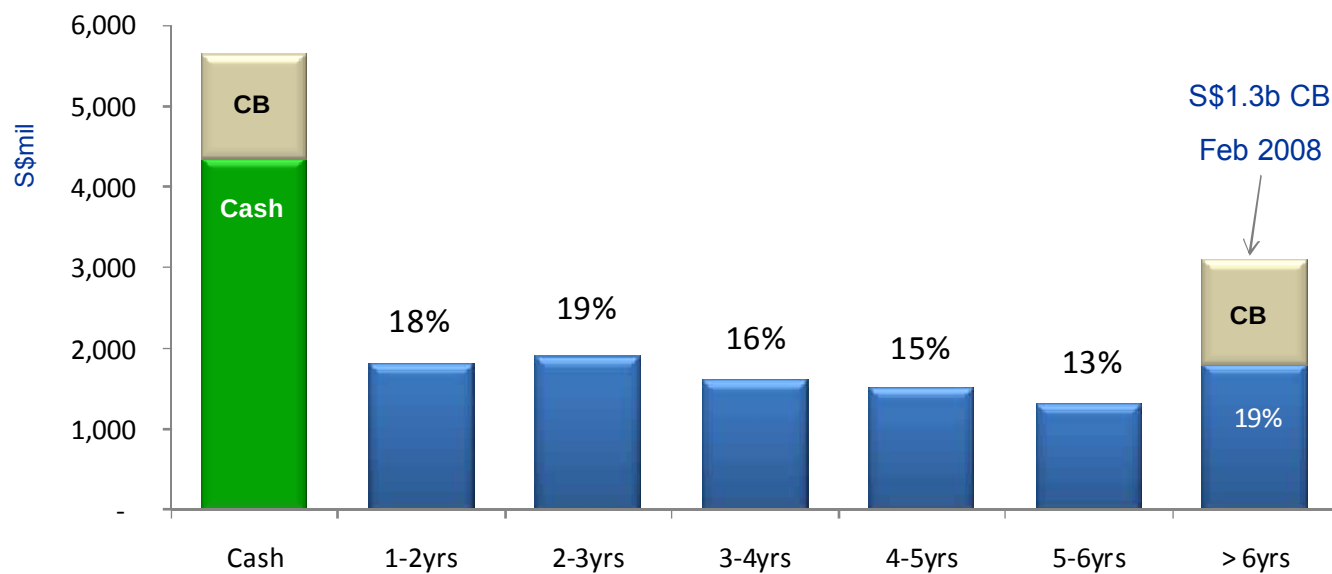
Capital Management

	FY2006	FY2007	Change
Equity (S\$ billion)	9.46	11.87	Increased
Net Debt (S\$ billion)	5.44	5.56	Increased
Net Debt / Equity	0.58	0.47	Decreased
% Fixed Rate Debt	74%	75%	Increased
Ave Debt Maturity (Yr)	3.0	4.1	Increased



Debt Maturity at 31 Dec 2007

Less than 20% Debt Due Within 1 Year
Average Loan Life: 4.1 Years





Debt Coverage

	FY2006	FY2007	Change
Finance Cost (\$ million)	328.0	403.5	↑ 23.0%
Interest Cover Ratio (ICR)*	8.20	9.42	Improved
Interest Service Ratio (ISR)	8.97	6.19	Decreased

* Excludes unrealised revaluations.

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

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



Capital Management Strategy

• Opportunities Emerging,
• prudent & selective process

- Maintain high liquidity and financial flexibility
 - Two Convertible Bonds issues, totaling \$2.3B over last 9 months
- Extend debt maturity (average 4.1 years)
- Careful, selective about new investments
- Continue with capital recycling

Residential





Residential - Singapore

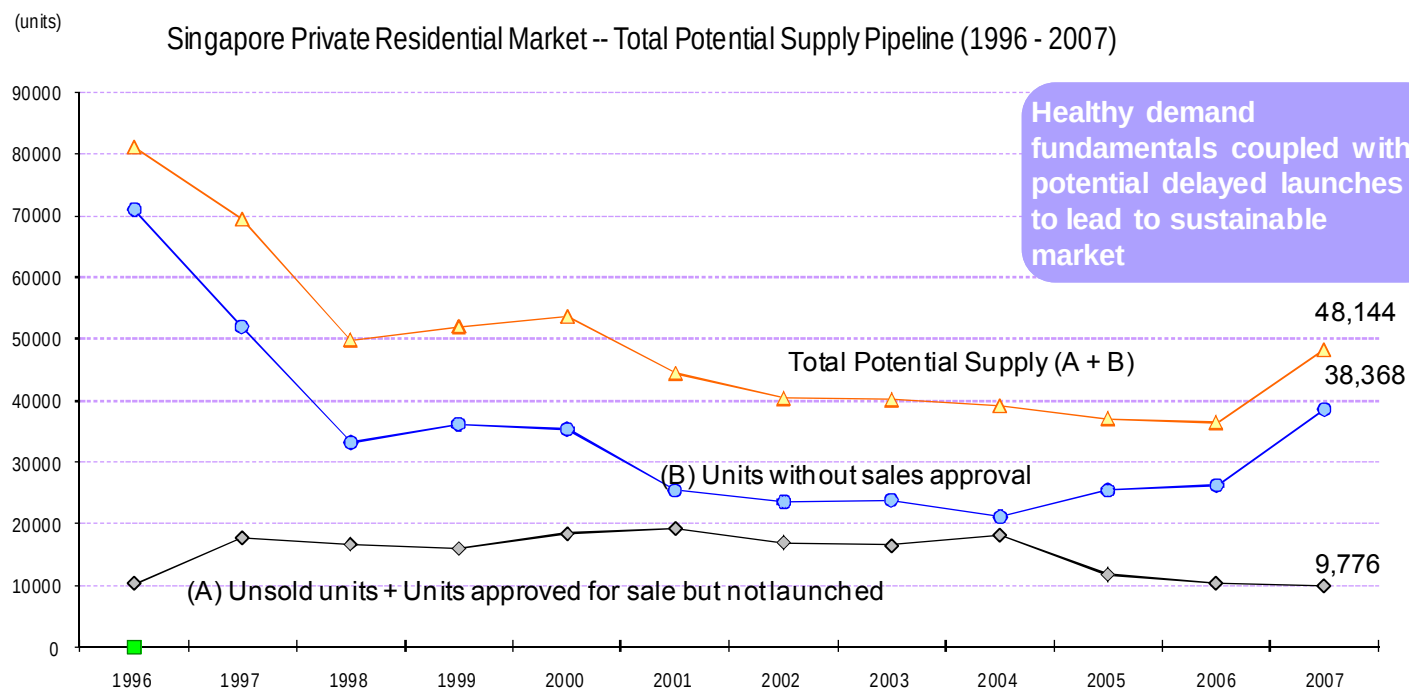
Healthy Fundamentals, Demand/Supply in Equilibrium

- Main demand drivers in 2008:
 - Steady new household formation ($\approx 12,000$ /year)
 - en-bloc sales displacement demand ($\approx 2,000$ /year)
- Cautious market sentiment in 1H 2008. Sales volume may moderate but prices are likely to hold up. Sentiment should improve by end-2008.
- Mass and middle segments are supported by real housing demand
- Price forecast for 2008: general residential market ▲ 5% to 10%



Residential - Singapore

Total Potential Supply < 1996/1997



Source: URA

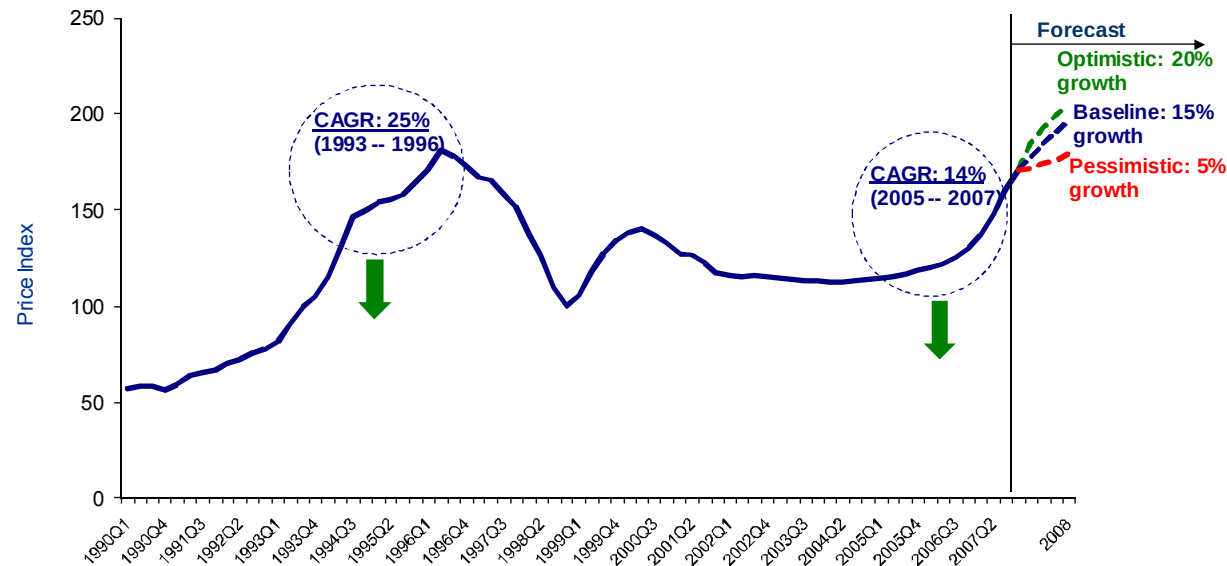
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Residential - Singapore

Different Fundamental Drivers for 2 Periods



Domestic Policy Changes

1. Liberalisation of CPF rules
2. Liberalisation of HDB sub-sale/foreign buyer policy
3. Mass & middle markets were drivers
4. Buyers from South East Asia

Remaking of Singapore into global city

1. Global City Effects
 - Asian gateway city
 - Influx of foreign buyers
 - IRs spinoffs
 - Increase population to 6.5m
2. En-bloc Displacement Demand
3. Luxury market as driver
4. Foreign buyers from new countries

Source: URA & CapitaLand Research

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Residential - Singapore

Improved Affordability

- Affordability Ratio Improved
-- measures by mortgage repayment as a % of household income

Luxury Overall Private Residential	1995 – 1996		2006 – 2007	
	Affordability is not an issue			
	46.2%		36.2%	

- Income Growth Improved

Household Income Growth – Top 20% Income Group	CAGR	
	(1993 – 1995)	(2006 – 2007)
	6.4% p.a.	8.3% p.a.



Residential - Singapore

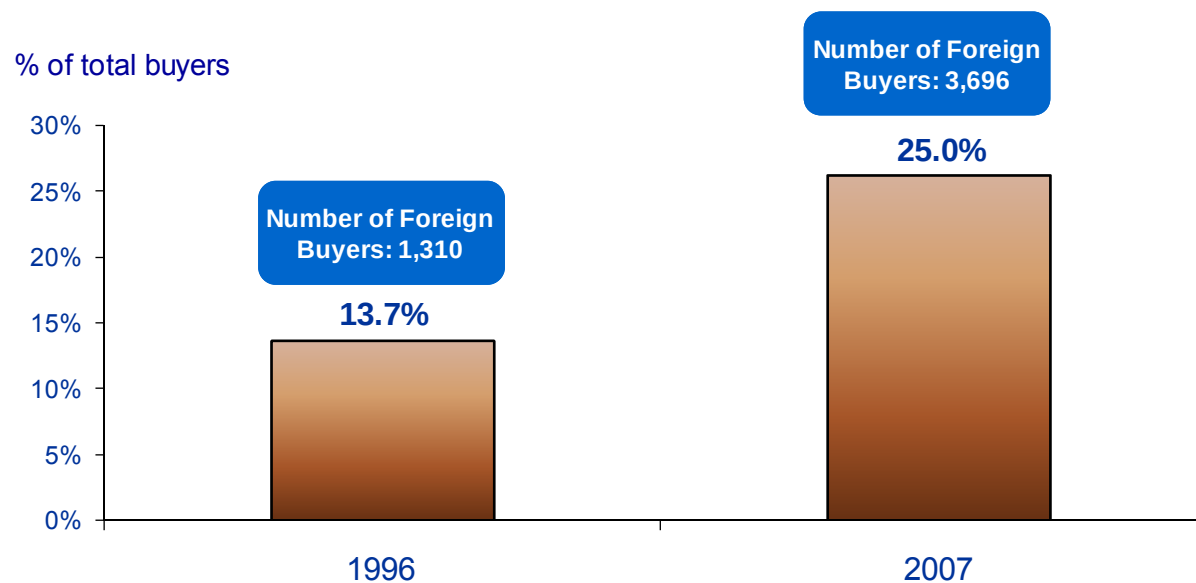
A Globalized/Cosmopolitan Singapore

	Past (1995/96)	Present (2007)
No. of foreigners	600,000	1 million
No. of professional expatriates	30,000	90,000
FDI Inflow	US\$9bn	US\$26bn
MNCs in Singapore	~3,000	~7,000
GDP (financial services)	S\$15bn	S\$28bn
International Air flights connection	3,100 wkly flights to 133 cities	4,000 wkly flights to over 180 cities
AT Kearney Foreign Policy Magazine Globalization Index	4 th position (Year 2003)	1 st position



Residential - Singapore

More Foreign Buyers Now



Source: URA & CapitaLand Research

Note: Definition of buyers: primary sales.

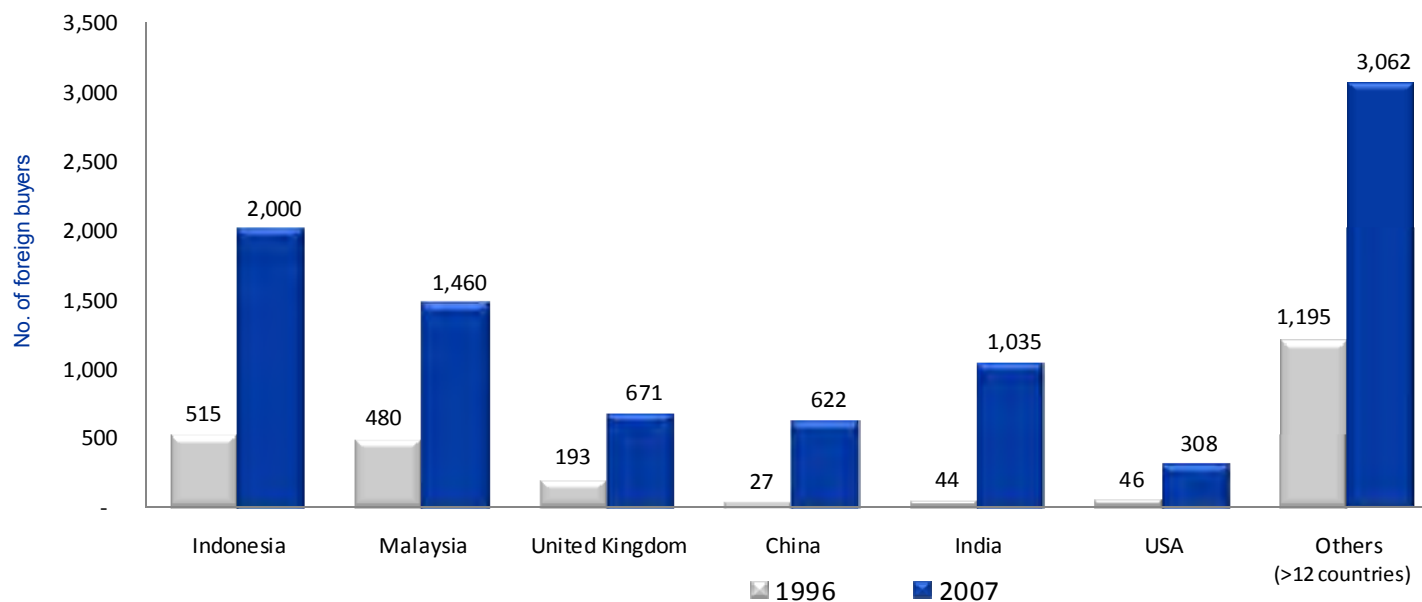
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Residential - Singapore

Key Foreign Buyers – More Diversified (1996 vs 2007)



Source: URA & CapitaLand Research

Note: Definition of buyers: primary and secondary sales.

Other Nationalities not stated: Koreans, Australian, Canadian, French, Germans, Japanese, Dutch, Russians, Swiss, Irish, Italian, Norwegian

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Residential - Singapore

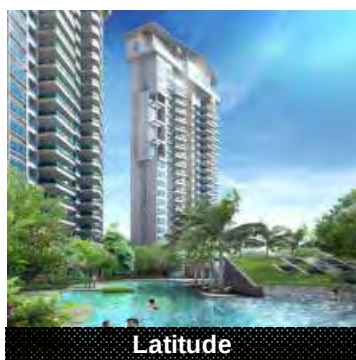
Our Pipeline

Target to launch 800–1,000 units in 2008

Target to launch in 1H2008	Location	Units
Latitude	River Valley	130
Silver Tower site	Orchard Road	70

Pipeline of ~5.5m sq ft GFA

Pipeline	Location	Potential GFA
Char Yong Gardens	Orchard Road	261,167
Farrer Court	Farrer Road	2,350,000
Gillman Heights	Gillman	1,760,000
Nassim Hill	Tanglin	171,536
Tong Watt	River Valley	279,405
Yio Chu Kang	Yio Chu Kang	208,000



Latitude



Development at Tong Watt



Development at Farrer Court site



Residential - China

Positive Policies: Promote Market Stability

- Market experiencing some short term consolidation due to the tighter credit environment, foreign capital control and weakened market sentiment
- Market fundamentals remain strong: Real demand driven by **urbanisation, demographics, strong economic growth & rising income**
- Measures aim to ensure sustainable development of the China's property market
- Opportunities should emerge for well-capitalised companies with proven track record and bona fide operating platform



Residential - China

Pipeline of >35,000 units in high-growth regions

Target to launch about 2,000 units in 2007

- Shanghai (Yangtze River Delta)
 - Hangzhou site > 1,200 units
 - Ningbo site > 1,100 units
- Beijing (Bohai Economic Rim)
 - Beijing 2 sites > 1,100 units
- Guangzhou (Pearl River Delta)
 - Guangzhou site > 3,000 units
 - Foshan 3 sites > 1,900 units
- Chengdu (South Western China)
 - Chengdu Zhixin JV > 25,000 units
- Henan (Central China)
 - Central China Holdings > 4 mil sqm (Zhengzhou)

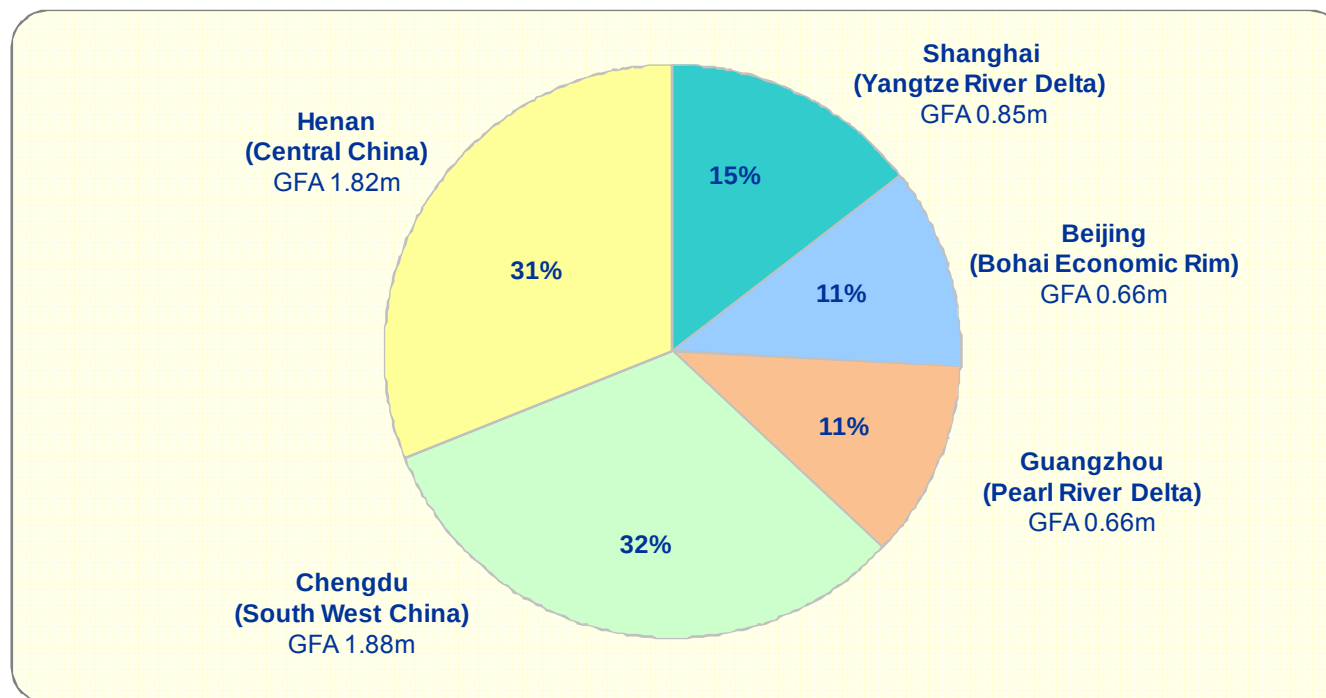
Presence in 25 cities





Residential - China

Gateway Cities + 2nd Tier Cities



* Effective stake in JV partners: CL Zhixin (50%), Central China Holdings (36.1%), Lai Fung Holdings (20%)

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Residential - Vietnam

Gaining Traction

- 1st Residential Project in Ho Chi Minh City
 - The Vista, 750 units project, successfully launched
- Total pipeline of 4,200 homes in Ho Chi Minh City
- Strategic partnership with Nam Thang Long Investment Joint-Stock Company
 - To develop residential properties and commercial/residential mixed developments
 - Conditional agreement signed to develop 1,400 apartments and commercial and retail space on a 6.7ha site in Dist 2
 - Target to raise pipeline to 6,000 homes in the next 3 years
- Setting up first property fund to invest in Vietnam
 - Target fund size US\$300m
 - CL to take ~30% sponsor stake



The Vista, Ho Chi Minh City



The Vista, Ho Chi Minh City

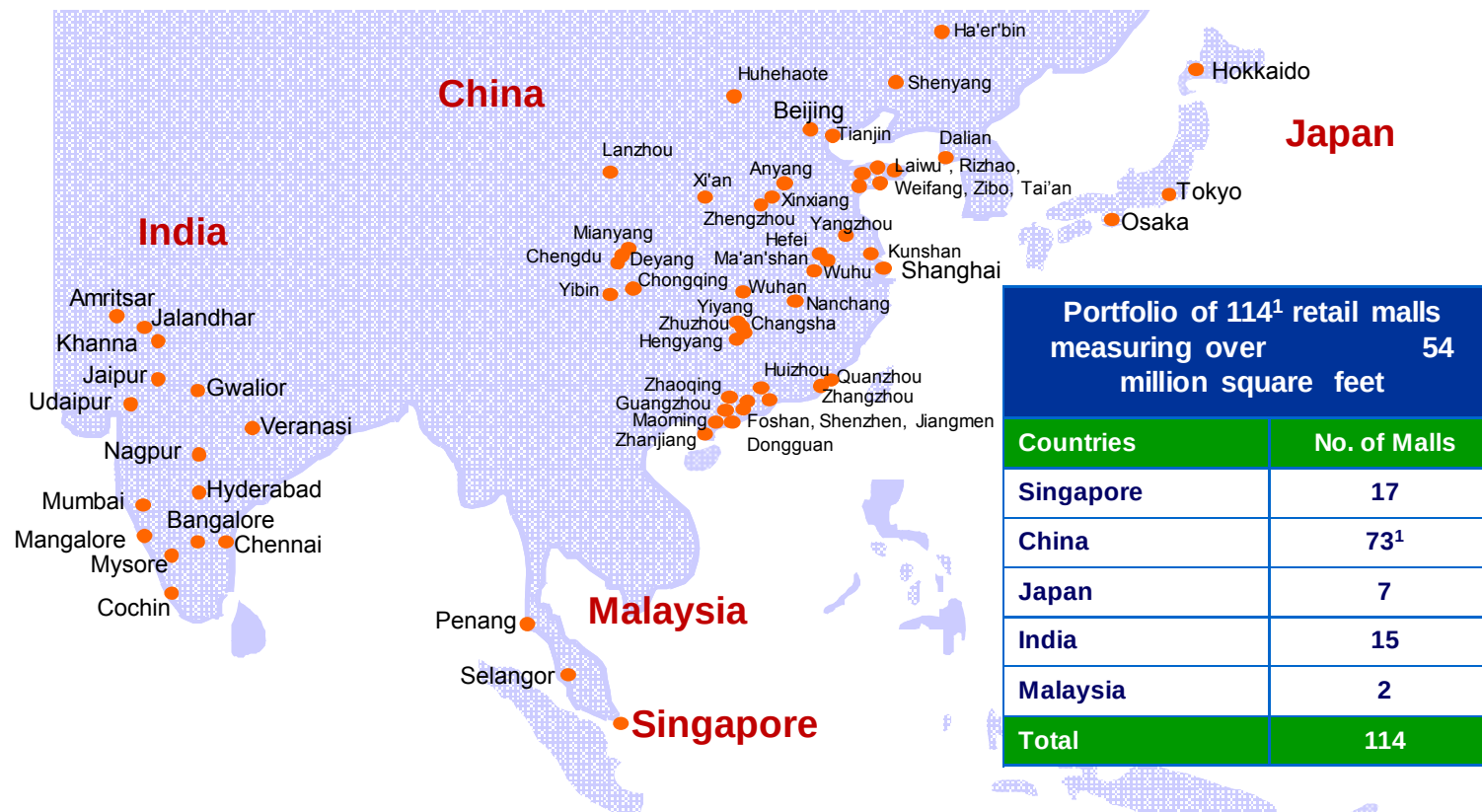
Retail





Retail Malls

Retail Footprint



1. Includes 18 malls under Memorandum of Understandings signed with a few Chinese parties in various provinces/cities in China (CapitaLand Press Release dated 15 January 2007)

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Retail - Singapore

Centre Of Gravity for Retail



- World's finest retail offering & flagship concept
- NLA of 660,000 sq ft
- 6 global superbrands to establish first duplex flagship stores in Singapore
 - ▶ Cartier, Christian Dior, Dolce & Gabbana, Giorgio Armani; Louis Vuitton and Prada



Cartier

Christian Dior DOLCE & GABBANA
C O U T U R E

GIORGIO ARMANI LOUIS VUITTON PRADA

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Retail - Singapore

Expanding Retail Presence

- **Developing Retail and Entertainment Zone of integrated hub at Vista Xchange, one-north**
 - Total GFA ~24,000 sq m
 - Gross investment ~S\$380m
 - Direct connectivity to Buona Vista MRT; complement bustling Rochester and Holland Village enclaves
 - Civic & Cultural Zone of integrated hub with 5,000-seat, world-class theatre
 - Target completion 2011



Vista Xchange, Singapore



Vista Xchange, Singapore



Retail - China

Leading Retail Player in China:

- 73 malls in 44 cities
- S\$8 billion worth
- 3.5 million sqm Gross Rentable Area

	Asset Value (S\$m)	Funds ¹ Exposure (S\$m)	Gross Retail Area (sq m)	Total No. of Malls	No. of Operational Malls	Target Opening 2008	Target Opening 2009
Approval Obtained from Chinese Authorities	4,100	3,400	2.5mn	45	23	14	5
Pending Approval from Chinese Authorities	3,900	2,500	1.0mn	10	1	-	5
Total Committed	8,000	5,900	3.5mn	55	24	14	10
Under MOUs	-	-	-	18	-	-	-
Total	8,000	5,900	3.5mn	73	24	14	10

Retail malls anchored by Walmart constitute only about 20% of Funds' Exposure by Asset Value

Number of operational malls : 24

Target opening in 2008 : 14

Target opening in 2009 : 10

1. Includes CapitaRetail China Trust, CapitaRetail China Development Funds I & II and CapitaRetail China Incubator Fund

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Retail - China

Increase Pipeline : through Co-operative Agreement with China Vanke

- Strategic partnership with China's largest residential developer
- Pipeline to strengthen retail footprint
- Acquire existing and new retail components within Vanke's townships
- Strong endorsement of retail platform & on-ground delivery capabilities
- Acquired first project in Chengdu with another five projects in the pipeline



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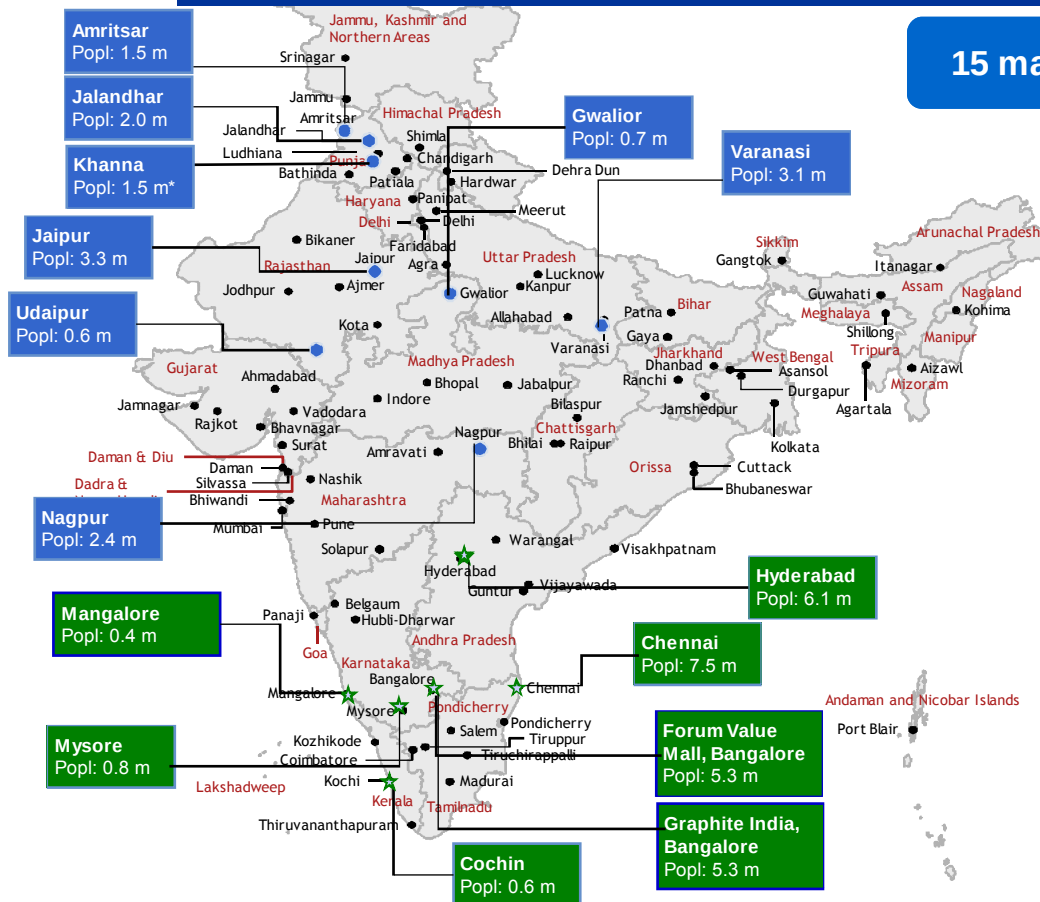




India - Retail

**2 Joint Ventures: Prestige & Advance India Projects Ltd
(NLA 11 million square feet / Asset Value S\$2.1bn)**

15 malls in 14 cities Pan-India



Legend

- Cities
- Regions
- Country outline
- Region names**
- AIPL Projects
- Prestige Projects

* Including the population of nearby Ludhiana





Retail - Malaysia

Seed assets for proposed pure play Malaysian REIT

- **Gurney Plaza, Penang**
 - Total consideration : RM793.0m (S\$346.8m)
 - NLA 700,000 sqft
- **MINES Shopping Fair, Selangor**
 - Total consideration : RM450.2m (S\$196.9m)
 - NLA 650,000 sqft



Gurney Plaza, Penang



Mines Shopping Fair, Kuala Lumpur

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Commercial





Commercial – Singapore

Supply Remains Tight till 2010

- **Remaking of Singapore into global city:**
 - Growing importance as regional financial centre
 - Convenient air connection to other parts of Asia
 - Quality of living enhanced by vibrant arts and entertainment
- **Demand remains strong:**
 - Intense competition for vacant office space in the CBD
 - High pre-commitment interests in future projects
 - Under investment in office space for the past 10-years
 - Differentiated supply policy (low cost rental for back office)
- **Continued rental growth in 2008 / 2009**
 - Overall costs still competitive vis-à-vis other major Asian cities
 - ▲ 10% - 15% compared to doubling of rental in 2007



Commercial - Singapore

Competitive As A Global Business Destination

Global Ranking

Country	2007-2008 Ranking
United States	1
Switzerland	2
Denmark	3
Sweden	4
Germany	5
Finland	6
Singapore	7
Japan	8
United Kingdom	9
Netherlands	10
Korea	11
Hong Kong	12
Canada	13
Taiwan	14
Austria	15

Asia Country Ranking

Country	2007-2008 Ranking
Singapore	7
Japan	8
Korea	11
Hong Kong	12
Taiwan	14
Australia	19
Malaysia	21
New Zealand	24
Thailand	28
China	34
India	48
Indonesia	54
Vietnam	68
Philippines	71



Commercial - Singapore

Occupation Cost still lower than other Global Financial Centres

CBRE Global 50 Index (by "occupation cost" in US\$/sf/year)

City	Ranking (Nov 07)	Cost
London (West End)	1	328.91
Mumbai (Bombay)	2	189.51
Moscow	4	180.78
Tokyo	5	178.61
Paris	7	127.48
New Delhi	8	126.73
Hong Kong	10	106.31
Singapore	11	102.37
New York (Midtown)	12	100.79
Dubai	13	98.32
Seoul	23	77.58

City	Ranking (Nov 07)	Cost
Abu Dhabi	29	68.09
Shanghai (Pudong)	42	58.55
Sydney	48	52.33
Shanghai (Puxi)	49	52.30
Amsterdam	50	52.15

** Fall outside Top 50*

Source: CBRE Global Market Rents & CapitaLand Research

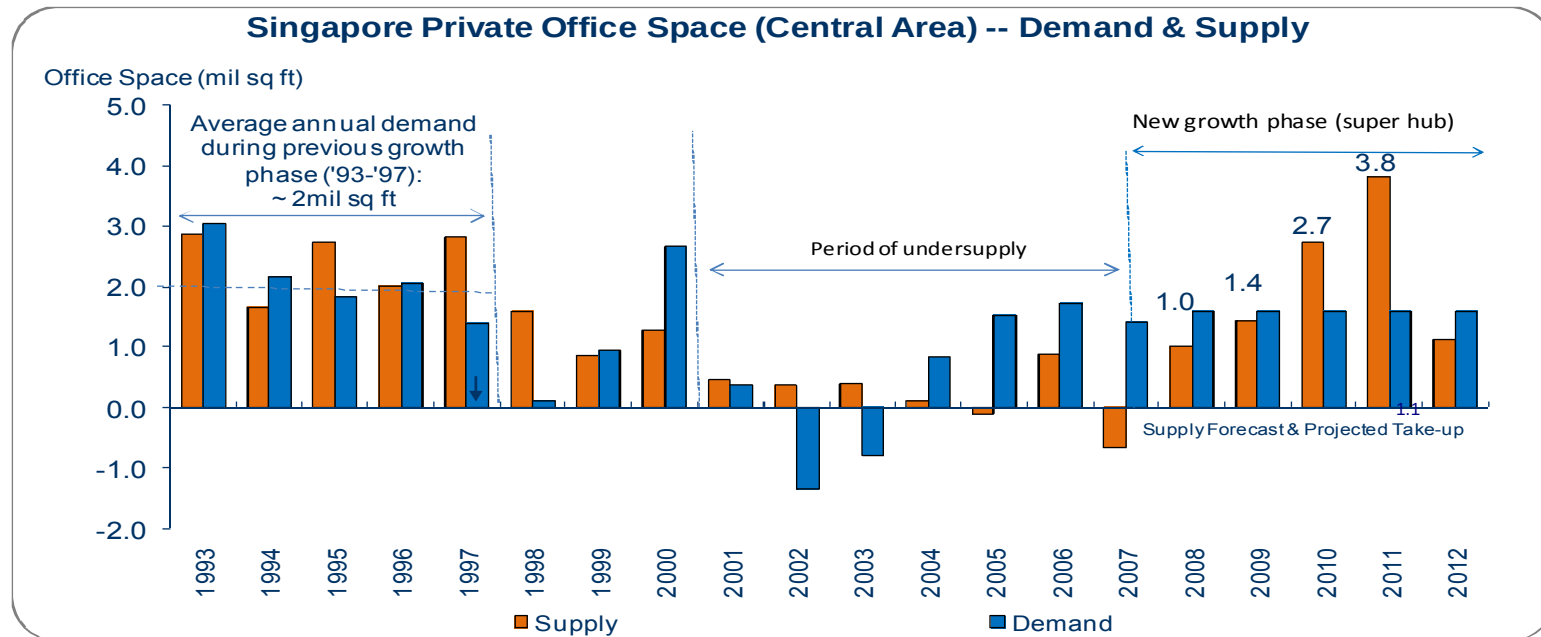
- Singapore office occupation costs is 11th globally in Nov 07 (vs. 24th in May 07) and over 3x cheaper than London



Commercial - Singapore

Healthy Office Absorption Expected

- CBRE projected annual take-up for 2007-2012 is 1.6 mil sq ft
- Occupancy rates expected to remain between 91% to 95%
- Some future supplies have already been pre-committed, e.g. 1.6 mil sq ft in 2010 (MBFC)



Source: URA, CBRE & CapitaLand Research (Jan 2008)

Note: Central Area comprises 'The Downtown Core', 'Orchard' and 'Rest of Central Area'

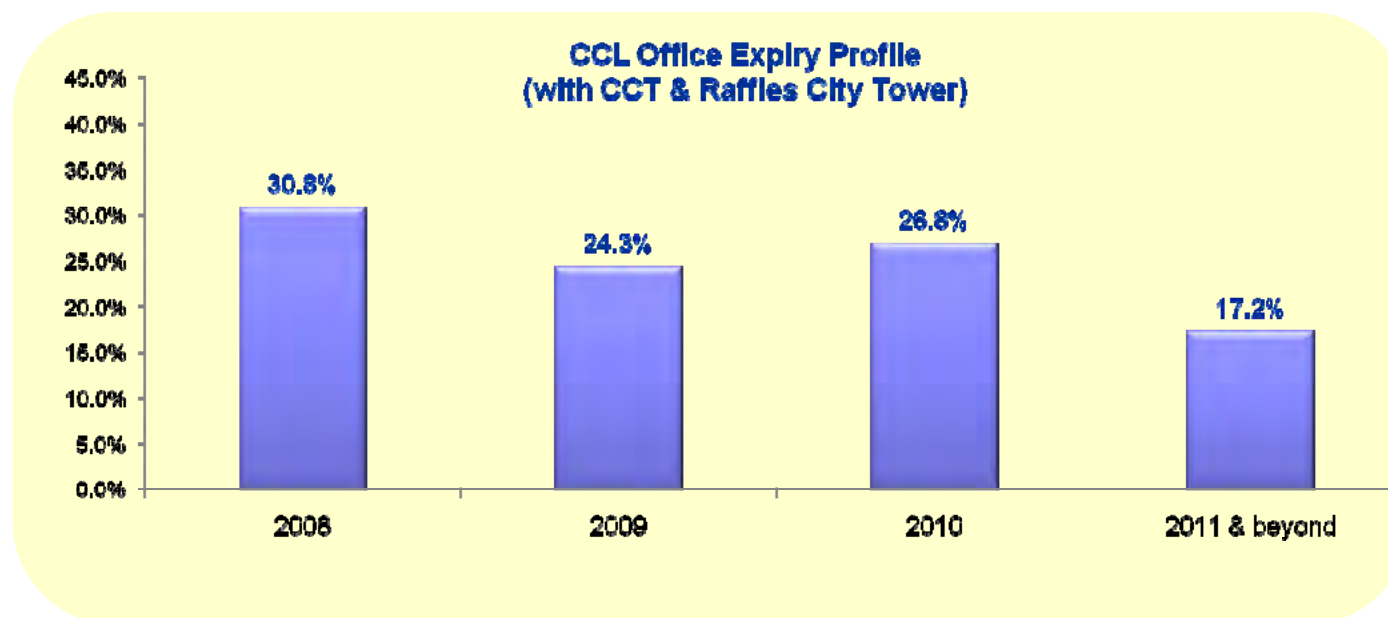




Commercial - Singapore

Positive Rental Reversion

Lease expiry profile to capture rising market rental value



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Commercial

Portfolio Reconstitution - achieved benchmark sales prices

- **Divested 45% stake in AIG Tower in Hong Kong**
 - Price: S\$1.6 billion (c.S\$3,767 psf GFA)
- **Divested 50% stake in Hitachi Tower**
 - Price: S\$811 million (c.S\$2,900 psf NLA)
- **Divested 50% stake in Chevron House**
 - Price: S\$730 million (c.S\$2,780 psf NLA)
- **Divested 90% stake in 8 Shenton**
 - Price: S\$1,039 million (c.S\$1,550 psf NLA)
- **Acquired remaining 50% stake in 1 George Street and subsequently granted call option to CCT**
 - Price: S\$1.165 billion (c.S\$2,600 psf NLA)



8 Shenton Way,
Singapore



1 George Street, Singapore



Chevron House, Singapore



AIG Tower, Hong Kong



Commercial

Redeployment: Developments

- **Wilkie Edge Development**
 - Sold to CCT
 - Price: S\$262.0m or S\$1,177 psf NLA
 - Mixed Development:
 - Office : 9,588 sq m
 - Retail : 3,396 sq m
 - Serviced apartments : 154 units*
- **Market Street Car Park****
 - Granted Outline Planning Permission (“OPP”) for redevelopment into Grade A office tower
 - Estimated GFA 850,000 sq ft

* Sold to The Ascott Group

** owned by CCT

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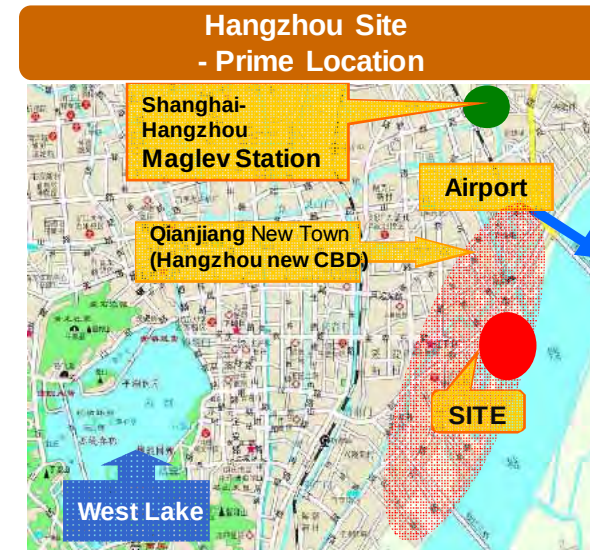
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Commercial

Redeployment: Overseas

- **Raffles City Hangzhou site for RMB1.0b**
 - Grade-A office tower, retail mall, five-star hotel and residential units
 - Land cost RMB3,601 (S\$715) psm ppr
 - GFA of 283,568 sqm
- **Shanghai site (Zhabei District) for RMB598.1m**
 - Offices and high-end hotel or serviced residences
 - Land cost RMB8,414 (S\$1,671) psm ppr
 - GFA of 71,085 sqm
- **Prime site in Shinjuku, Tokyo**
 - Invested JPY32b (20% stake) in a commercial cum residential site with Mitsubishi Estate Co., Ltd and Heiwa Real Estate Co., Ltd
- **Red Diamond Plaza (IBM Centre, Beijing)**
 - acquired for RMB175m



Raffles City Brand





Raffles City

Raffles City Brand by CapitaLand

- 4 more RAFFLES CITY under development to add to existing ones in Singapore and Shanghai:
 - Raffles City BEIJING
 - Raffles City CHENGDU
 - Raffles City HANGZHOU
 - Raffles City BAHRAIN



Raffles City Beijing



Raffles City Chengdu



Raffles City Shanghai

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ILEC



CapitaLand



ILEC's Current Footprint



Raffles City Bahrain



Macao Studio City, Macau



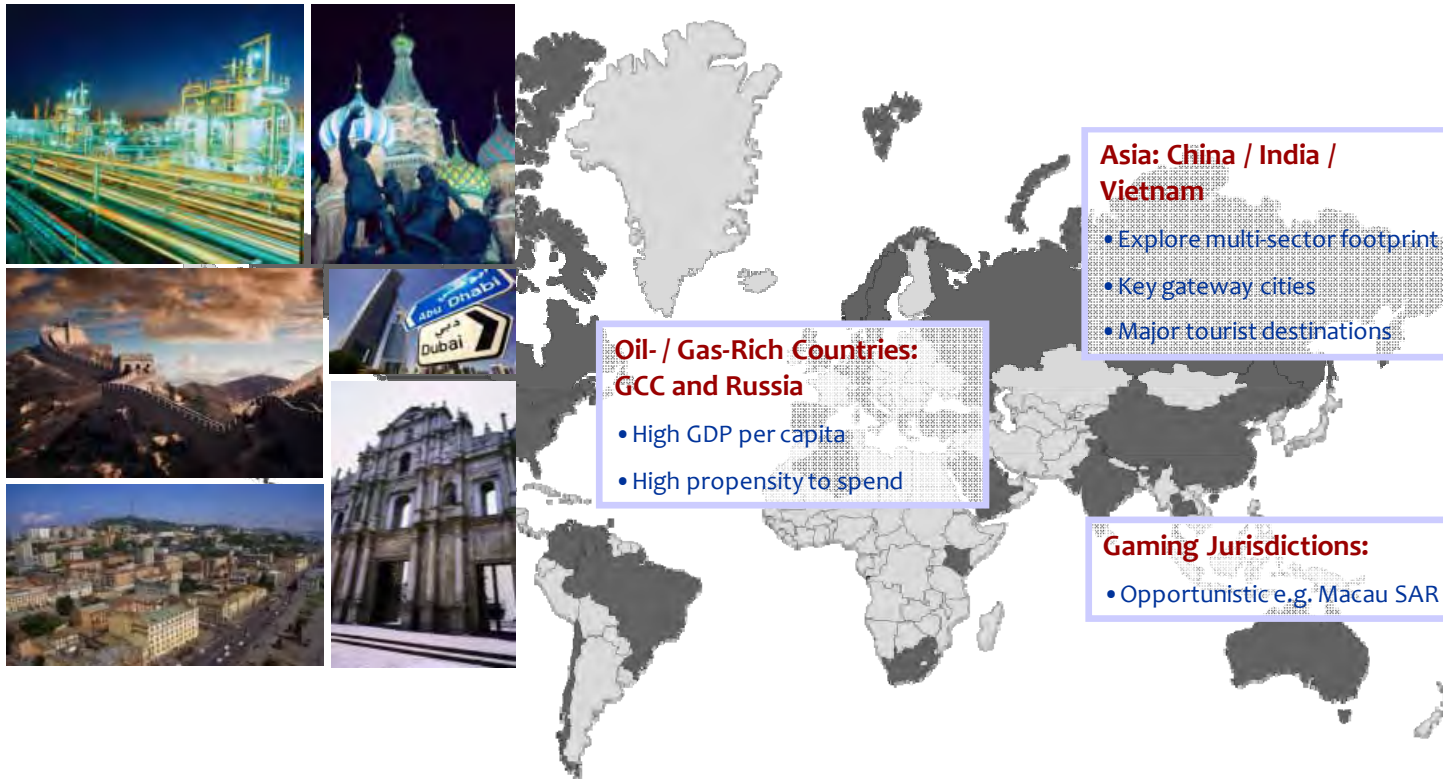
Zayed Sports City, Abu Dhabi

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ILEC's Priority Markets & Focus



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Serviced Residences





Ascott

Voluntary Unconditional Cash Offer for The Ascott Group

- **Rationale for Privatisation**
 - Strengthen Ascott's leadership position in the market
 - Replicate CapitaLand's successful business model
 - Maximise CapitaLand's competitive advantage
 - Increase cost savings
- **Aggregate Holding as at 11th March 2008 (including acceptances)**
 - 98.37% of total number of shares in issue
 - Proceed to compulsory acquisition and subsequent delisting



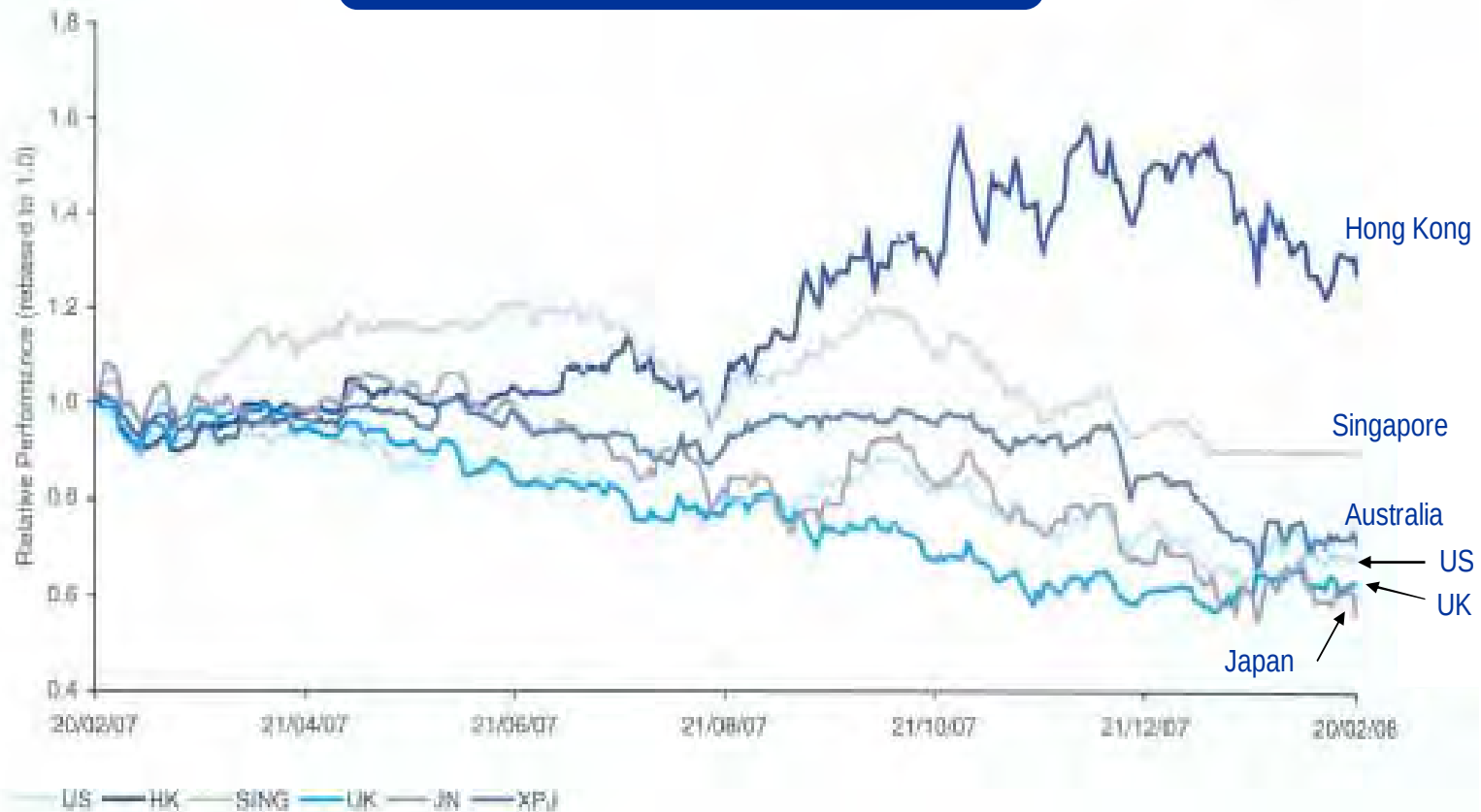
Financial Services





Financial Services

Singapore REITs Have Corrected



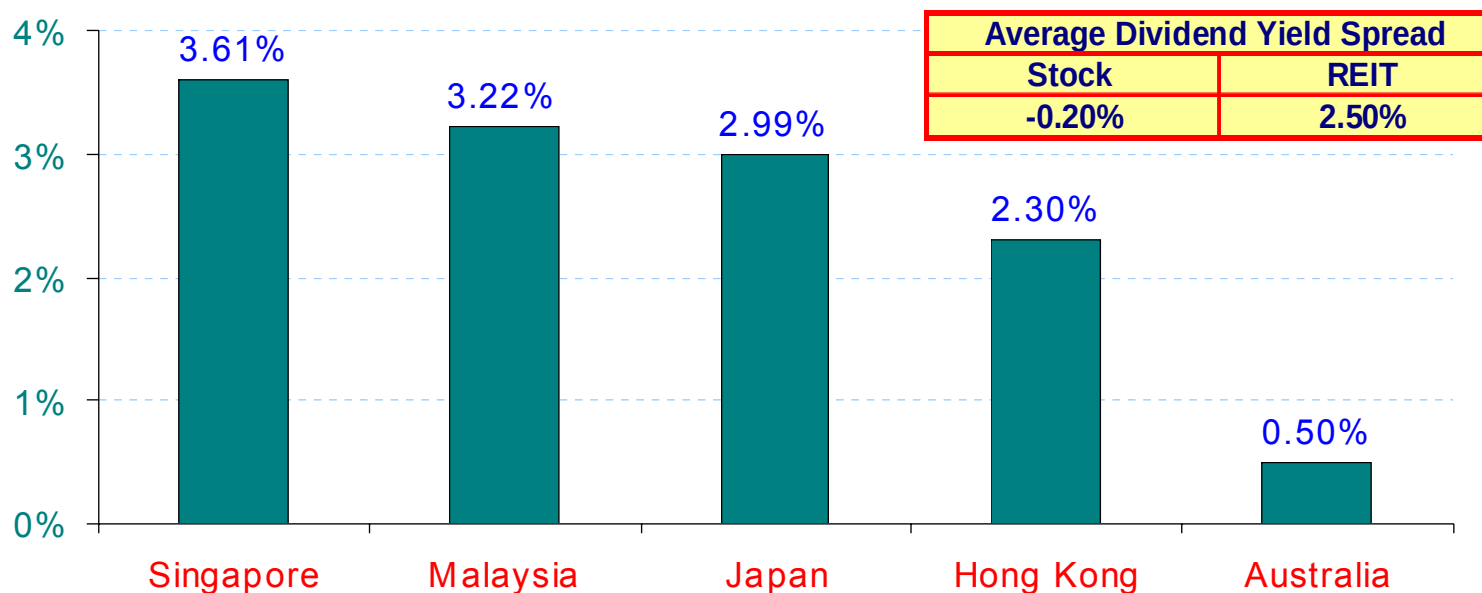
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Financial Services

Has It Over Corrected?

Yield Spread between REITs and Government Bond (Feb 2008)



Source: JP Morgan & CapitaLand Research

- REITs dividends – rentals, are generally linked to inflation
Higher inflation → higher rentals
REITs therefore could hedge inflation.

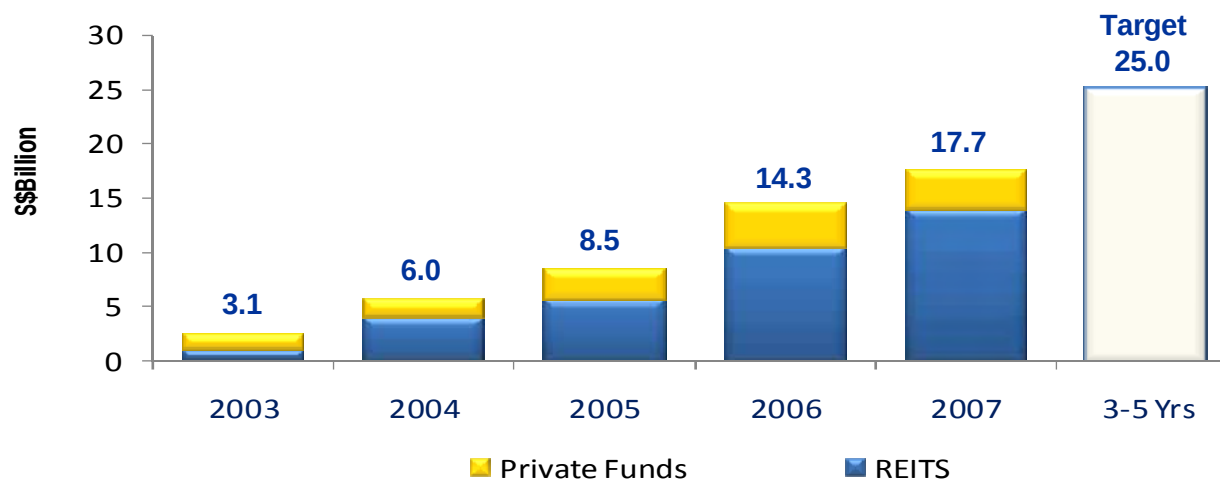
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Financial Services

**Target AUM of S\$25b in 3-5 yrs
: S\$11.8bn of investible capital yet to be deployed**

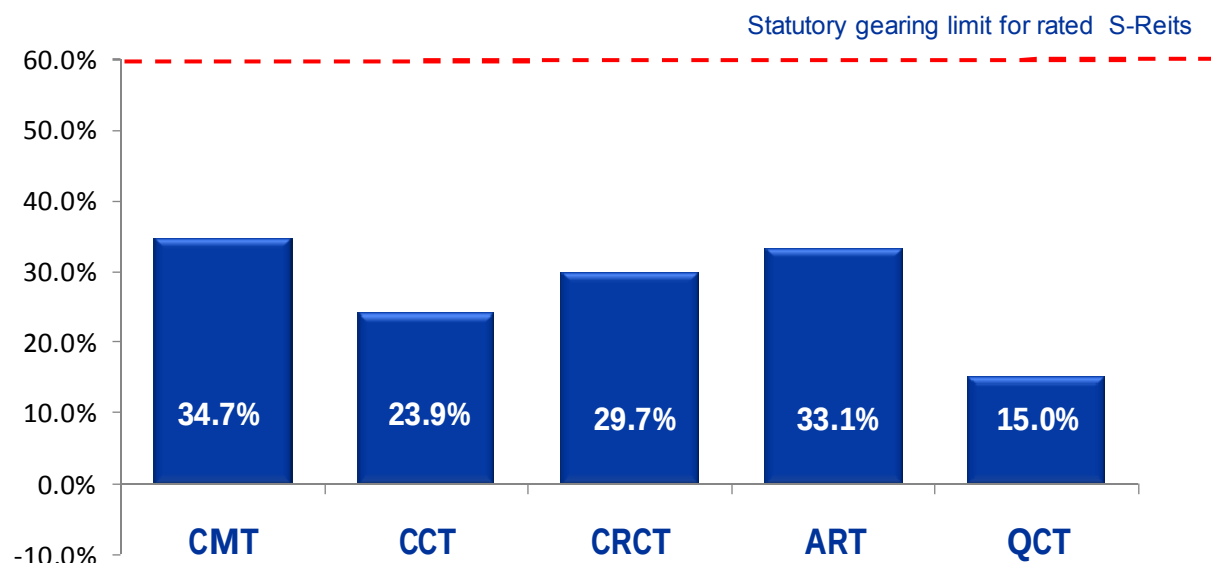


- AUM includes ART & Ascott China Fund, which are managed by CapitaLand's subsidiary, Ascott Group and its subsidiaries.



Financial Services

CapitaLand Reits' low gearing leave ample room for future acquisitions



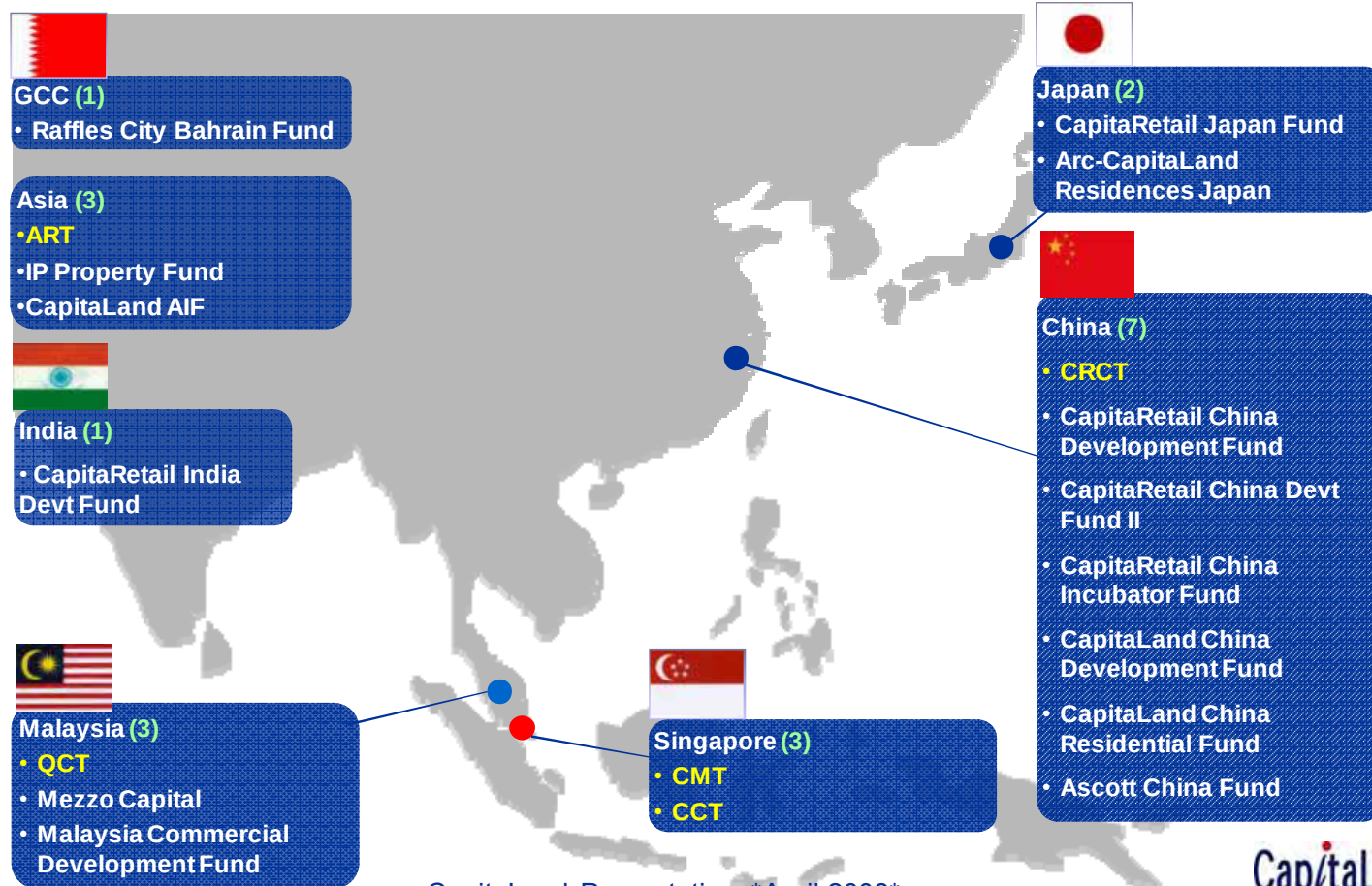
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Financial Services

5 REITS & 14 Private Equity Funds



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Industrial & Logistics





Industrial & Logistics

**JV Partnership:
CapitaLand 51% & Australand 49%**

- Create an immediate development platform for expansion in Asia
- Targeting high growth markets: China, India, Vietnam, Thailand and Malaysia



JV: Pan Asian Development Platform in Industrial & Logistics Sectors





Industrial & Logistics

Pan-Asian Development Platform in Industrial and Logistics Sectors

- Partner with Australand to capitalise on the industrial and logistics real estate 'white space' in Asia



- Competencies along the entire real estate value chain, strong property development capabilities
- Strong presence across Asia Pacific
- Extensive network of customers, tenants & partners
- Fund structure to hold industrial & logistics assets



- One of the largest developer of warehouse and logistics space in Australia
- Track record and in-depth expertise in designing, developing and managing industrial and logistics properties
- Extensive tenant base from national and international corporations such as LG Electronics, DHL, Electrolux, Makita, BMW, Toyota and Coles.

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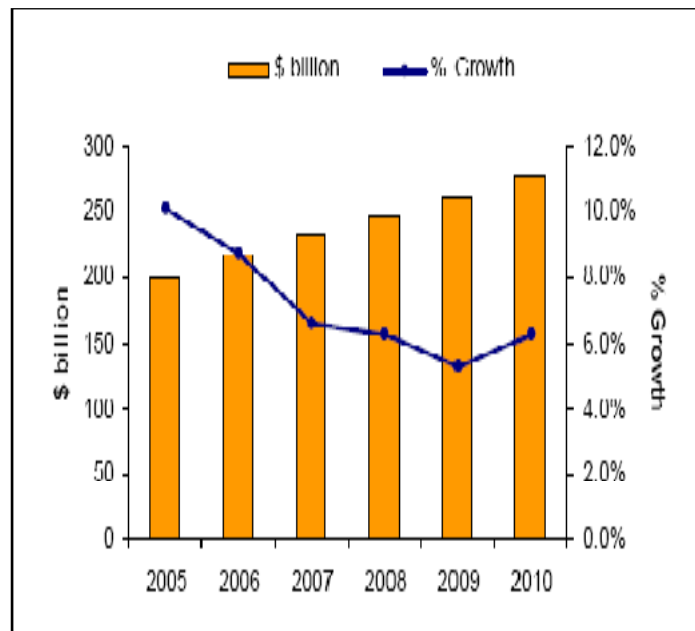




Industrial & Logistics

Asia Logistics Market Outlook

Asia-Pacific Logistics Market Value



Source: Datamonitor

- **Asia-Pacific is world's largest logistics market**
 - World's manufacturing hub
 - Growing consumer markets
 - Will account for 38% of global market revenues in 2010
- **State of logistics market in Asia**
 - Fragmented with no clear market leader
 - Relative shortage of good quality facilities

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Growth Strategy



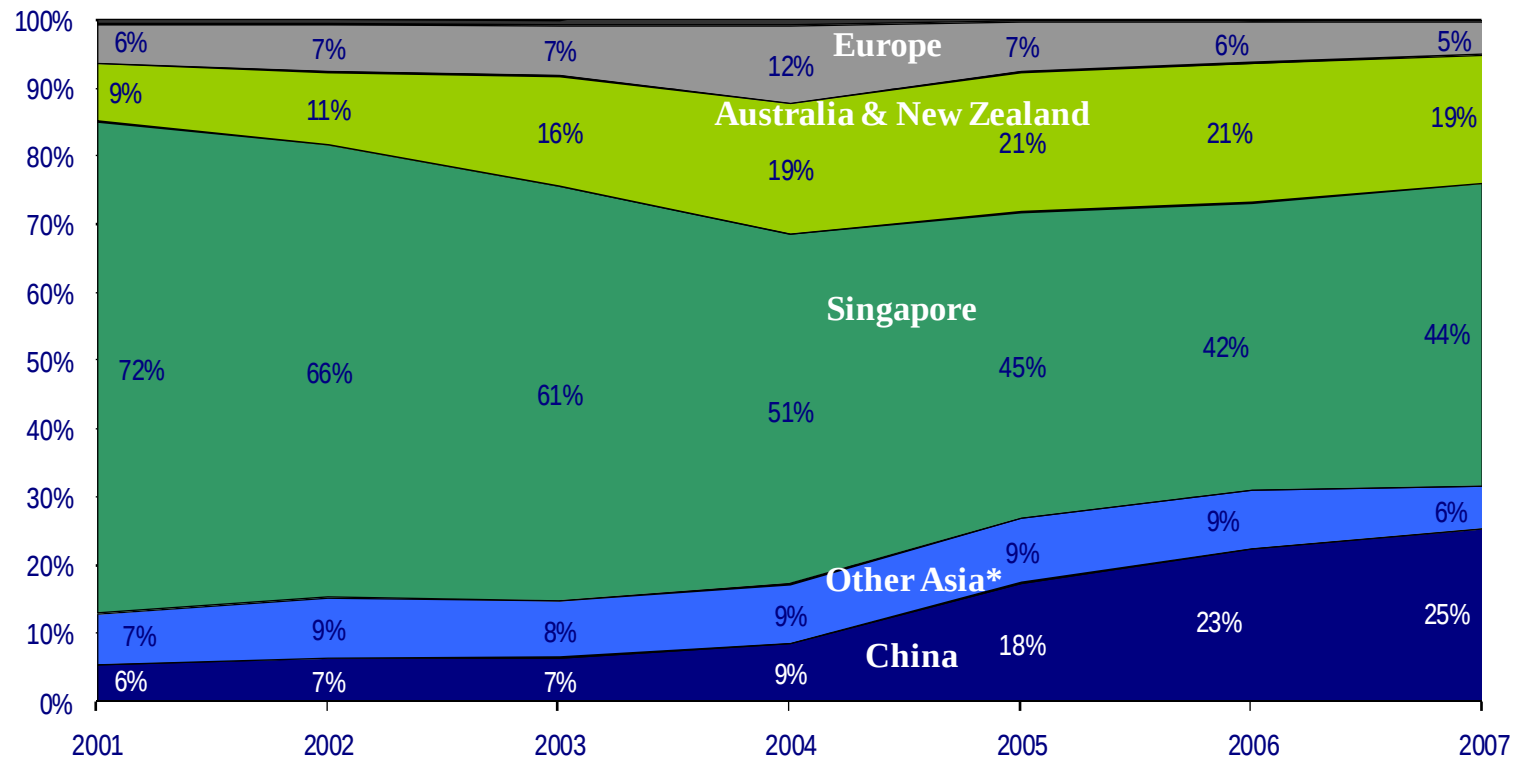


Growth Strategy

- **Residential**
 - Expand overseas operations (eg. China & Vietnam)
 - Roll out of pre-committed projects in Singapore
- **Commercial**
 - Reconstitute Portfolio
- **Retail**
 - Rollout the pipeline in China & grow CRCT's portfolio
- **ILEC**
 - Continue to seek out potential projects
- **Serviced Residences**
 - Synergize operations with the Group and expand footprint
- **Financial Services**
 - Create more private equity funds and REITs
- **Industrial & Logistics opportunities**
 - Seek out opportunities in China



Capital Allocation by Geography 2001 to 2007



* Before 1H2007, includes HK, India, Vietnam, Malaysia, Thailand and Japan

From 1H2007, includes Vietnam, Thailand, Malaysia, GCC, Japan, The Philippines, and Indonesia (HK is part of China from 1H2007)

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Corporate Initiatives





Green Initiatives 2007

Green Awards

Awarded a total of 17 Green Awards in 2007

Environmental Management System

Achieved ISO 14000 certification for CapitaLand Group in Singapore and CapitaLand China



Green Building Guidelines (GBG)

Formulated and Implemented the GBG across business units in Singapore

Environmental Tracking System (ETS)

Formulated an ETS enabling online tracking of Green Building Indicators of CapitaLand's properties from 2008



Green Awareness for Staff

Specialised training sessions conducted for relevant staff on designing and operating green buildings



Corporate Philanthropy

- Helping needy children in schools

- Donated >S\$1.6m to over 30 children's charities in S'pore and overseas
- Launched CapitaLand Kids Programme to provide direct financial support to 700 needy children in Singapore, Thailand and Vietnam
- Volunteer Expeditions to Yunnan and Vietnam
- **China.** Two more Hope Schools in Sichuan. Launch of "Building for Tomorrow" book on voluntary experience at CapitaLand Huangmaoling Hope School, Yunnan .
- **Thailand.** Three school farms in Nang Rong to provide food for poor students; two school dormitories in Wieng Kaen
- **Vietnam.** School facilities in Rach Gia and Danang

