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.
Results Overview

Liew Mun Leong
Group President & CEO
FY2006

Over S$1 Billion Record Profit
FY 2006 – Over S$1 Billion Record Profit

<table>
<thead>
<tr>
<th></th>
<th>FY 2005</th>
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</tr>
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<tbody>
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<td>PATMI (S$ million)</td>
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<td>EBIT (S$ million)</td>
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<td>111.8%</td>
</tr>
</tbody>
</table>

- Created total shareholder returns of S$8.9 billion, gain of 87% for year
- Propose total dividend of 12 cents per share
  - Ordinary dividend of 7 cents
  - Special dividend of 5 cents
**FY 2006 – Strong Performance**

By Geographical Location

<table>
<thead>
<tr>
<th>Geographical Location</th>
<th>FY 2005 EBIT</th>
<th>Percentage</th>
<th>FY 2006 EBIT</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Australia &amp; NZ</td>
<td>S$253m</td>
<td>29%</td>
<td>S$280m</td>
<td>15%</td>
</tr>
<tr>
<td>Singapore</td>
<td>S$179m</td>
<td>24%</td>
<td>S$177m</td>
<td>20%</td>
</tr>
<tr>
<td>Europe</td>
<td>S$97m</td>
<td>11%</td>
<td>S$366m</td>
<td>29%</td>
</tr>
<tr>
<td>China</td>
<td>S$202m</td>
<td>15%</td>
<td>S$932m</td>
<td>51%</td>
</tr>
<tr>
<td>Other Asia*</td>
<td>S$128m</td>
<td>15%</td>
<td>S$67m</td>
<td>4%</td>
</tr>
</tbody>
</table>

*Includes HK, Indonesia, Japan, Malaysia, Philippines, Thailand & Vietnam*
FY 2006 – Strategic Growth Initiatives

• Investing for Growth
• Growing Financial Services
• New Markets & New Products
• Forging new Joint-Ventures/Partnerships for Strength
FY 2006 – Strategic Growth Initiatives

Investing for 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-operative 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
FY 2006 – Creating Value from Complete Real Estate Value Chain

Capital efficient business model for sustainable growth

Total Shareholder Returns of S$17.3b since inception in Nov 2000
Highlights
## Residential - Robust Earnings

<table>
<thead>
<tr>
<th>EBIT (S$ million)</th>
<th>FY 2005</th>
<th>FY 2006</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Singapore</td>
<td>76</td>
<td>175</td>
<td>130%</td>
</tr>
<tr>
<td>China</td>
<td>121</td>
<td>206</td>
<td>70%</td>
</tr>
<tr>
<td>Australia</td>
<td>262</td>
<td>286</td>
<td>9%</td>
</tr>
<tr>
<td>Others</td>
<td>33</td>
<td>25</td>
<td>(24%)</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>492</strong></td>
<td><strong>692</strong></td>
<td><strong>41%</strong></td>
</tr>
</tbody>
</table>
Residential – Singapore Milestones

- 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
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
Residential – New Markets

● 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
Residential – Australia

* A*U**STRALAND* achieved 10th consecutive record PATMI of A$243.1m
  * Property Trust income, up 37.9% to A$96m
  * Commercial & Industrial Div net income, up 26.1% to A$40m
  * Maintain Dividend/Distribution of Aust 16.5 cents

EBIT contribution up 9% to S$286m

FY 2006 Results * 14 February 2007 * Singapore
Commercial – Premier Portfolio

Singapore

- Largest owner/manager in Downtown Core
  - Net Lettable Area > 5m sqft worth S$7b

- Rental performance in tandem with market
  - Grade A property assets outperforming

- Occupancy Rates @ 96%, above islandwide average

- Market Street & Golden Shoe Car Park refurbishments
  - Almost full occupancy
  - Average rent up 41% and 26% over preceding rent respectively
Commercial – Premier Portfolio

China

● Export Raffles City Brand
  - Raffles City Beijing (107,000 sqm GFA)
  - Raffles City Chengdu (195,000 sqm GFA)

● Capital Tower Beijing – T.O.P.
  - International Grade ‘A’ office building
  - One of the largest floor plates: 3,200 sqm
  - GFA: 107,000 sqm
  - Tenants comprise Fortune 500 companies

Hong Kong

● AIG Tower fully leased
  - International Grade ‘A’ office building
  - Located in prime Central
Commercial – Premier Portfolio

Malaysia

- **Malaysia Commercial Development Fund (‘MCDF’)***
  - One Mont’Kiara (mixed development)
  - Jalan Sultan Ismail (office cum retail)
  - Lot D, KL Sentral (mixed development)

- **Potential pipeline for Quill Capita Trust***
  - MCDF Properties
  - a block in Lot J, KL Sentral (office)
Commercial – Premier Portfolio

Malaysia

- **Quill Capita Trust**
  - CapitaLand’s first REIT, listed outside Singapore
  - Total NLA of about 493,000sqft worth RM276m
  - MNC Tenants: DHL, HSBC, BMW, Affiliated Computer Services, Panasonic and TRW Automotive
  - As at 31Jan07, Total Shareholder Returns of nearly 56% to retail investors since IPO (@ 8Jan07)

GCC

- **Raffles City Bahrain**
  - Landmark US$800m waterfront integrated development
  - 288,000 sqm GFA
  - Completion in 2010
# Retail – Largest Owner/Manager of Malls in Asia

<table>
<thead>
<tr>
<th>Country</th>
<th>Details</th>
<th># Malls</th>
</tr>
</thead>
</table>
| **Singapore** | ● Largest retail mall owner / manager  
● NLA: over 5.3m sq ft  
● Asset value of S$5.6b | 16* |
| **China** | ● Listing of CRCT  
● Gross rentable area: Over 3.2m sqm  
● Total asset value of approx S$3.7b | >70** |
| **Japan** | ● Malls in Hokkaido, Osaka & Tokyo  
● NLA: 1.4m sqft  
● Asset value of S$581m | 5 |
| **Malaysia** | ● Manage Gurney Plaza in Penang | 1 |

*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 – CRCT

• First pure-play China retail REIT listed 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)
Retail – Integrated China Retail Fund Strategy

US$600 million Development Fund (CRCDF)

US$425 million Incubator Fund (CRCIF)

1st Right to Acquire Assets

CRCT
Retail – Singapore

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

● Development & retail manager of VivoCity
  — Singapore’s largest retail mall of 1.2m sqft

● 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
Retail – 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
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 – Transactions

- 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
The Ascott Group – Sterling Year

- Record PATMI of S$151.3m, up 261%
  - Improved operating profit on same store basis

- Strategic divestments
  - Divested 15 properties totaling S$1.04b
    - Liang Court in Singapore Shopping Centre & Ascott London Mayfair
    - Balance 13 acquired by ART

- Strategic investments
  - Invested total of S$620m in 14 properties
  - Added over 2,400 serviced residence units, inclusive of 3 properties from JV with Rattha Holdings

- Secured 8 new management contracts
  - Added about 1,400 serviced residence units, inclusive of 2 properties from the alliance with Addax

- Expansion into new cities
  - 18,500 service residence units in 46 cities in 20 countries (as at 31Dec06)

- Creation of Ascott Residence Trust
  - Vehicle to unlock portfolio value
  - Source of growing fee-based income
Olivier Lim
Group Chief Financial Officer

Group Financials
## FY2006 Financial Results – Record Earnings

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<th>S$ million</th>
<th>FY 2005</th>
<th>FY 2006</th>
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<td>3,147.7</td>
<td>↓ 18.1%</td>
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<td>EBIT</td>
<td>860.3</td>
<td>1,822.0</td>
<td>↑ 111.8%</td>
</tr>
<tr>
<td>PBT</td>
<td>585.7</td>
<td>1,494.0</td>
<td>↑ 155.1%</td>
</tr>
<tr>
<td>PATMI</td>
<td>750.5</td>
<td>1,018.0</td>
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<td>EPS (cents)</td>
<td>28.3</td>
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</table>
Revenue & PATMI Track

Revenue: 100% 104% 298% 100%

PATMI: 100% 298% 731% 992%

Rebased: 2003 = 100%
### FY2006 Financial Results – Record Earnings

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FY 2006 Results * 14 February 2007 * Singapore
Growth in Core Businesses

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<td>35.6%</td>
</tr>
<tr>
<td>(excl' PREMAS &amp; Hotel Ops)*</td>
<td>307.6</td>
<td>1,002.2</td>
<td>225.8%</td>
</tr>
</tbody>
</table>

* 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

- Serviced Residences: 14%
- Financial Svcs: 6%
- CCID*: 3%
- Residential: 55%
- Retail: 15%

FY 2006 - S$1,822.0 million

- Serviced Residences: 12%
- Financial Svcs: 3%
- CCID*: 20%
- Residential: 38%
- Retail: 12%

* CCID – Commercial and Integrated Development
## EBIT by SBUs

<table>
<thead>
<tr>
<th>(S$ million)</th>
<th>FY 2005</th>
<th>FY2006</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Residential</td>
<td>492.4</td>
<td>692.2</td>
<td>↑ 40.6%</td>
</tr>
<tr>
<td>CCID *</td>
<td>24.7</td>
<td>372.4</td>
<td>↑ 1,407.7%</td>
</tr>
<tr>
<td>Retail</td>
<td>138.4</td>
<td>221.1</td>
<td>↑ 59.8%</td>
</tr>
<tr>
<td>Financial Svcs</td>
<td>53.3</td>
<td>61.6</td>
<td>↑ 15.6%</td>
</tr>
<tr>
<td>Serviced Residences¹</td>
<td>121.4</td>
<td>210.4</td>
<td>↑ 73.4%</td>
</tr>
<tr>
<td>Raffles Holdings</td>
<td>61.0</td>
<td>280.0</td>
<td>↑ 358.7%</td>
</tr>
<tr>
<td>Others &amp; Consol Adj</td>
<td>(30.9)</td>
<td>(15.7)</td>
<td>↑ 49.3%</td>
</tr>
<tr>
<td><strong>Total EBIT</strong></td>
<td>860.3</td>
<td>1,822.0</td>
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</tr>
</tbody>
</table>

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

<table>
<thead>
<tr>
<th></th>
<th>FY 2005</th>
<th>FY 2006</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Net Debt (S$ billion)</td>
<td>4.55</td>
<td>5.44</td>
<td>Increased</td>
</tr>
<tr>
<td>Equity (S$ billion)</td>
<td>9.03</td>
<td>9.51</td>
<td>Increased</td>
</tr>
<tr>
<td>Net Debt / Equity</td>
<td>0.50</td>
<td>0.57</td>
<td>Increased</td>
</tr>
<tr>
<td>% Fixed Rate Debt</td>
<td>60%</td>
<td>74%</td>
<td>Increased</td>
</tr>
</tbody>
</table>
# Debt Coverage

<table>
<thead>
<tr>
<th></th>
<th>FY 2005</th>
<th>FY 2006</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Finance Cost (S$ million)</td>
<td>274.6</td>
<td>328.0</td>
<td>+ 19.5%</td>
</tr>
<tr>
<td>Interest Cover Ratio (ICR)</td>
<td>9.19</td>
<td>9.75</td>
<td>Improved</td>
</tr>
<tr>
<td>Interest Service Ratio (ISR)</td>
<td>8.53</td>
<td>8.97</td>
<td>Improved</td>
</tr>
</tbody>
</table>

ICR = \(\frac{\text{EBITDA}}{\text{Net Interest Expense}}\)

ISR = \(\frac{\text{Operating cashflow}}{\text{Net Interest Paid}}\)
Going Forward
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 – Bright Prospects

- **Healthy economic growth**
  - GDP forecast to grow an average 4.5% p.a. to 2010

- **Positive spill-over on economy from mega projects**
  - Business Financial Centre and two Integrated Resorts projects

- **Safe haven for investments**
  - Political stability and absence of natural disasters

- **Pro-business, pro-investment government policies**
  - Maintain business competitiveness by keeping costs low

- **Strong external trade linkages**
  - Bilateral trade agreements and improved regional cooperation
Singapore Boom - Residential

• 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

<table>
<thead>
<tr>
<th>Site</th>
<th>GFA (Sqft)</th>
<th>Units</th>
<th>Class</th>
<th>Tenure (Years)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Orchard Turn</td>
<td>406,000</td>
<td>175</td>
<td>Super Luxury</td>
<td>99</td>
</tr>
<tr>
<td>Silver Tower</td>
<td>160,000</td>
<td>100</td>
<td>High-end</td>
<td>Freehold</td>
</tr>
<tr>
<td>Meyer Road</td>
<td>565,000</td>
<td>350</td>
<td>Mid-end/High-end</td>
<td>Freehold</td>
</tr>
<tr>
<td>Dragon View</td>
<td>263,000</td>
<td>150</td>
<td>High-end</td>
<td>Freehold</td>
</tr>
<tr>
<td>Parkview</td>
<td>652,000</td>
<td>500</td>
<td>Mid-end</td>
<td>956-year</td>
</tr>
</tbody>
</table>
Singapore Boom - Commercial

- **Strong demand & tight supply of office space**
  - Rising rental rates for Grade 'A' buildings
  - Over 50% of leases due for renewal in 2007-2008

- **Wilkie Edge Development (Selegie Complex)**
  - Timely completion by 2008
  - Fringe of CBD
  - Integrated development with office, retail, SOHO and serviced apartments
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
Leading Mall Owner/Manager in Asia

<table>
<thead>
<tr>
<th>Pipeline</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Singapore</strong></td>
</tr>
<tr>
<td>● Orchard Turn (4Q 2008)</td>
</tr>
<tr>
<td><strong>China</strong></td>
</tr>
<tr>
<td>● Double footprint to over 70 malls with new MOUs</td>
</tr>
<tr>
<td>● On target to own / manage 100 malls</td>
</tr>
<tr>
<td><strong>Japan</strong></td>
</tr>
<tr>
<td>● Capacity to grow asset size to over US$1.3b</td>
</tr>
<tr>
<td>– CapitaRetail Japan Fund</td>
</tr>
<tr>
<td><strong>India</strong></td>
</tr>
<tr>
<td>● 50 malls in 2 to 3 years</td>
</tr>
<tr>
<td>– across 30 cities; 14 states</td>
</tr>
<tr>
<td>– assets worth US$1.2b.</td>
</tr>
<tr>
<td>– GFA of over 15m sqft</td>
</tr>
</tbody>
</table>
Financial Services - New AUM Target

S$ billion

<table>
<thead>
<tr>
<th>Year</th>
<th>REITS</th>
<th>Private Funds</th>
<th>Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>2003</td>
<td>3.1</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2004</td>
<td>6.1</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2005</td>
<td>8.5</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2006</td>
<td>14.3*</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2007 (Target)</td>
<td>18.0</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

- **REITS**: CMT, CCT, ART, CRCT, QCT
- **Private Funds**: Eureka Office Fund, Mezzo Capital, CCDF, CapitaRetail Japan, CRDF
- **Target**: CCRF, IPPFA, CRIF, ARC-CapitaLand Japan Residences, CRS

*AUM includes ART which is managed by CapitaLand’s subsidiary, The Ascott Group*
Financial Services – J-REIT Platform

CapitaLand to acquire:

- 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

<table>
<thead>
<tr>
<th>Listed</th>
<th>22 March 2006</th>
</tr>
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<tbody>
<tr>
<td>Market Cap.</td>
<td>JPY22 b (approx S$280 m) @ 9 Feb 07</td>
</tr>
<tr>
<td>Investment Mandate</td>
<td>Residential (70%) &amp; Retail (30%)</td>
</tr>
<tr>
<td>Current Portfolio</td>
<td>14 Properties in prime locations in Tokyo</td>
</tr>
</tbody>
</table>
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 – 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
New Markets

Leveraging on oil rich resources countries

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

<table>
<thead>
<tr>
<th>Population (mil)</th>
<th>GDP Per Capita (US$)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Moscow</td>
<td>13,400</td>
</tr>
<tr>
<td>St. Petersburg</td>
<td>4,775</td>
</tr>
</tbody>
</table>

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

- 20% effective stake with development role
- 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
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

**Learning & Development Programs**
(General executive management programs)

**Networking**

**Leadership Development**

**Reinforcing CapitaLand’s Core Values**
CapitaLand Hope Foundation

- Focus on underprivileged children
- 3 days of Volunteer Service Leave for staff

3 CapitaLand Hope Schools, Yunnan, China
- School buildings or dormitories
- 2 scholarships per school to study in Singapore
- Computer laboratories

- 1st ComCare Connection partner, Canossaville Children’s Home
- Christmas Project with Salvation Army & Spastic Children’s Association
- Supported other charities – Pathlight School, Children’s Cancer Foundation, etc
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
Riding on Asia’s Rising Growth

Capital Efficient Business Model + Shareholder Value Focus

- Multi-Sector Multi-Local
- Geographical Spread
- Diversified Income Stream
- Blue chip partnership
- Track Record & Reputation

Asia - High sustainable growth over next 20 years
Thank You

Questions and Answers