



# CapitaLand Group Financial Year 2011 Results



14 February 2012



# 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.*



# Contents

- **Results Overview**
- **Significant Achievements**
- **Strategy**
- **Financials & Capital Management**
- **Going Forward**
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## Results Overview – Another Year of Profit in Excess of \$1b

- **Net Profit of S\$1,057.3m for FY2011**
  - 6<sup>th</sup> consecutive year of net profit > S\$1b
  - 26% lower y-o-y from FY2010
  - Singapore, China and Australia contributed 97% of Group's EBIT; ~90% of Group's total assets<sup>1</sup>
- **Proactive Capital Management**
  - Strong Cash position of S\$6.3b
  - Healthy Net Debt/Equity of 0.31
  - Secured ~S\$10b of loans & credit facilities
- **Proposed Dividend - 8 cents (total)**

<sup>1</sup> Excluding treasury cash

# Significant Achievements





## **Bedok Residences – The Only Private Development in Bedok Central**

- **583 residential units above Bedok transportation hub, with direct and seamless access to MRT, buses and an integrated shopping mall (GFA 375,266 sq ft)**
- **81% sold since launch; average selling price @ S\$1,350 psf**
- **Strong expertise and leadership in mixed-use development gives added competitive advantage**



**Successful launch of Bedok Residences in Nov 2011. Target TOP in 2015**



# Sky Habitat

Target to launch in  
2Q2012



- **509 residential units designed by star architect Moshe Safdie**
- **38-storey towers linked by three bridging “sky bridges”**
- **5-min walk to Bishan transportation hub and Junction 8 Shopping Mall**



# Westgate



Westgate – New landmark in Jurong  
Groundbreaking on 12 January 2012

- **Designed by star architect Benoy**
- **7-storey lifestyle shopping mall (NLA 426,000 sqft) to be opened by Dec 2013;**  
**20-storey office tower (NLA 315,000 sqft) by late 2014**
- **Centre of activity in up-and-coming Jurong Lake District**
- **Direct connections to the Jurong East MRT & bus interchange**





# CapitaGreen

- former site of Market Street Car Park

Target  
Completion in  
4Q2014



CapitaGreen, a new Grade A office tower  
Groundbreaking ceremony on 6 February 2012

- A new landmark building (NLA 700,000 sqft) in Raffles Place
- Designed by star architect Toyo Ito
- Most “green” 40-storey in the CBD given its façade’s 55% green ratio
- Designed to achieve Green Mark Platinum award



## Chao Tian Men site



Concept Design

- 8<sup>th</sup> Raffles City in China
- Designed by star architect Moshe Safdie
- Prime site in heart of Yuzhong District in Chongqing (GFA 817,000 sqm)
- At the confluence of Yangtze River (east) and Jialing River (south)
- Chongqing to be the next “Shanghai”, spearheading the development of south-west China



## Suzhou site

- Designed by star architect Benoy
- 50:50 JV with Suzhou Industrial Park ("SIP") government-linked entity (S\$637m<sup>1</sup>); GFA 310,000 sqm
- Largest shopping mall in Suzhou located in the heart of western CBD in SIP



(1) Based on CMA's effective stake of 50.0%





## Raffles City Portfolio in China

- 8 Raffles City projects (worth RMB 58b/ S\$12b when completed)
- Raffles City Chengdu & Raffles City Ningbo achieved structural top-up in 2011
  - Scheduled to commence operations from 3Q 2012



Raffles City Chengdu



Raffles City Ningbo



# Value Homes & Townships

## Value Homes (CVH)

- Acquired 2 sites in Guangzhou and Shanghai to build over 2,400 value homes
- Total development pipeline of ~5,000 value homes (GFA: ~ 500,000 sqm)
- Target to launch Lakeside, Wuhan (~ 2,500 units) by 4Q'12



Lakeside, Wuhan

## Township (Surbana)

- Sold 2,660 units in 4 townships (cumulative 14,356<sup>1</sup> units)



The Botanica, Xi'an

<sup>1</sup> As at 31 December 2011





## Serviced Residence

- **Portfolio expanded to over 29,000 units:**
  - Committed investment of over S\$665m
  - Secured 23 management contracts (7 in China)
  - Opened 6 new properties, including 2 in China
- **Recycled 2 properties in China and divested 1 property in India with total proceeds over S\$270m**
- **Robust financial performance**
  - Increased hospitality management and service fee of S\$118m
  - Stellar RevPAU\* growth from Singapore (+18% to S\$237) and UK (+11% to S\$243)



Somerset Wusheng Wuhan



Ascott Paragon Macau



Somerset Wangjing Beijing



Somerset Greenways Chennai



## 357 Collins St, Melbourne



357 Collins St VIC

- **Australand Office Redevelopment**
  - Due for completion 2H2012
  - 50% committed leases, and 20% under heads of agreement
  - Average lease expiry of 9 years
  - Estimated end value of A\$192m (S\$250m)
  - Yield on cost of 8.5%
  - Target 5 Star NABERS Rating

# Strategy







# Corporate Strategy

**Focus on  
Singapore, China  
and Australia**



**Balance across  
real estate sectors<sup>1</sup>**

**Scale in real estate sectors<sup>1</sup>**

<sup>1</sup>(residential, shopping malls, offices, serviced residence & mixed development)

## Strategic Focus

# 3 + 3 + 2 market strategy

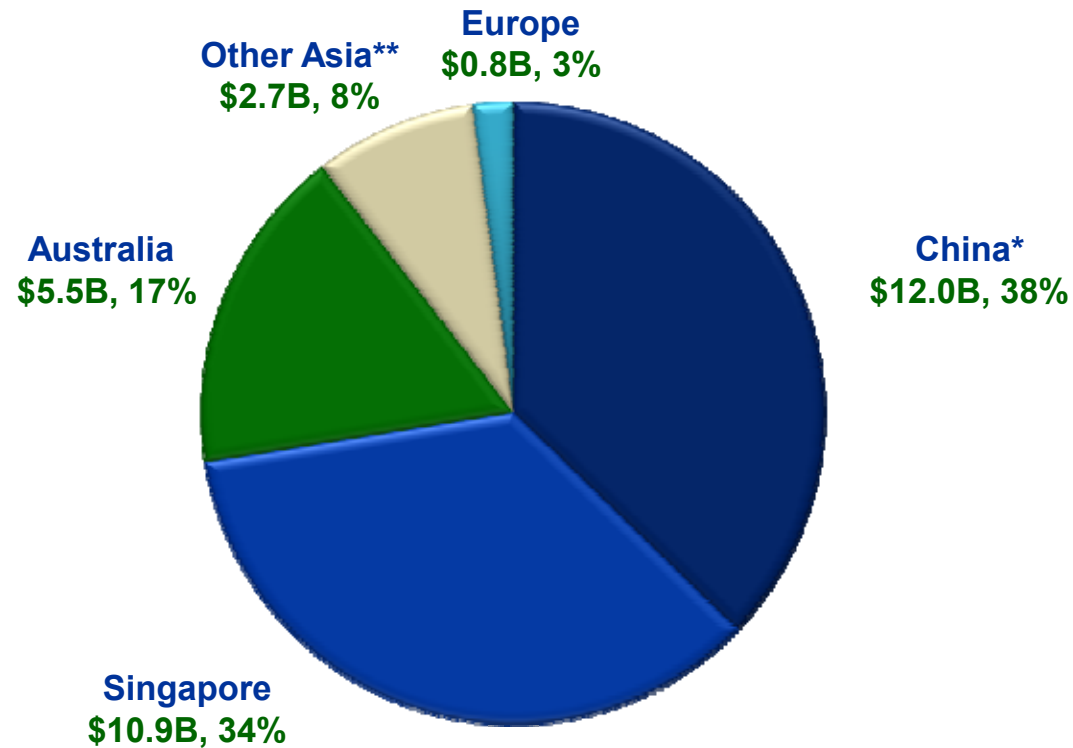


- **3 Core markets** (~90% of Group's total assets<sup>1</sup>)
  - **Singapore, China, Australia**
  - *To devote bulk of resources and effort*
- **3 Secondary markets** (~6% of Group's total assets)
  - **Europe (serviced residences only), Malaysia, Vietnam**
  - *Relatively large and stable operations, with potential for further growth*
- **2 Opportunistic markets** (~3% of assets)
  - **Japan, India**
  - *Difficult economic climate or challenging operating conditions*

18 Note: Others markets for ~1% of assets  
<sup>1</sup> Excluding treasury cash



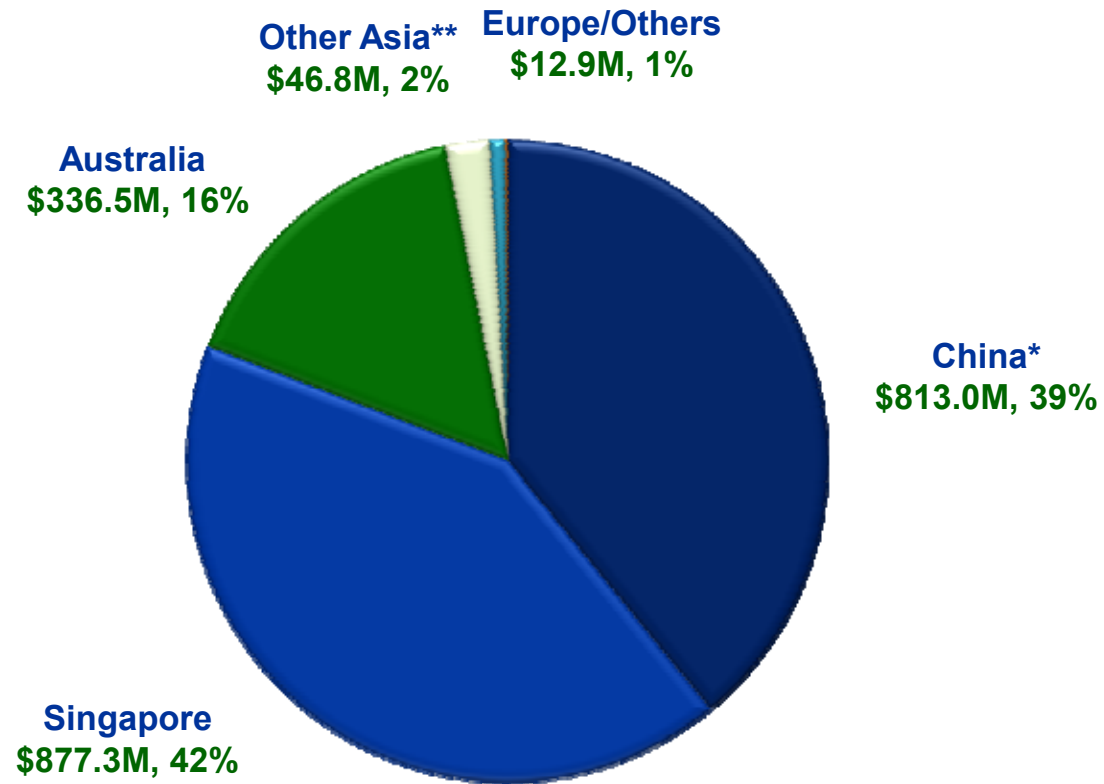
# Singapore, China & Australia ~90% of Total Assets<sup>1</sup>



**Singapore and China ~70% of Assets**

<sup>1</sup>Excluding treasury cash  
\*China including Macau & Hong Kong  
\*\* Excludes Singapore and China but includes projects in GCC

# Singapore, China & Australia ~97% of EBIT



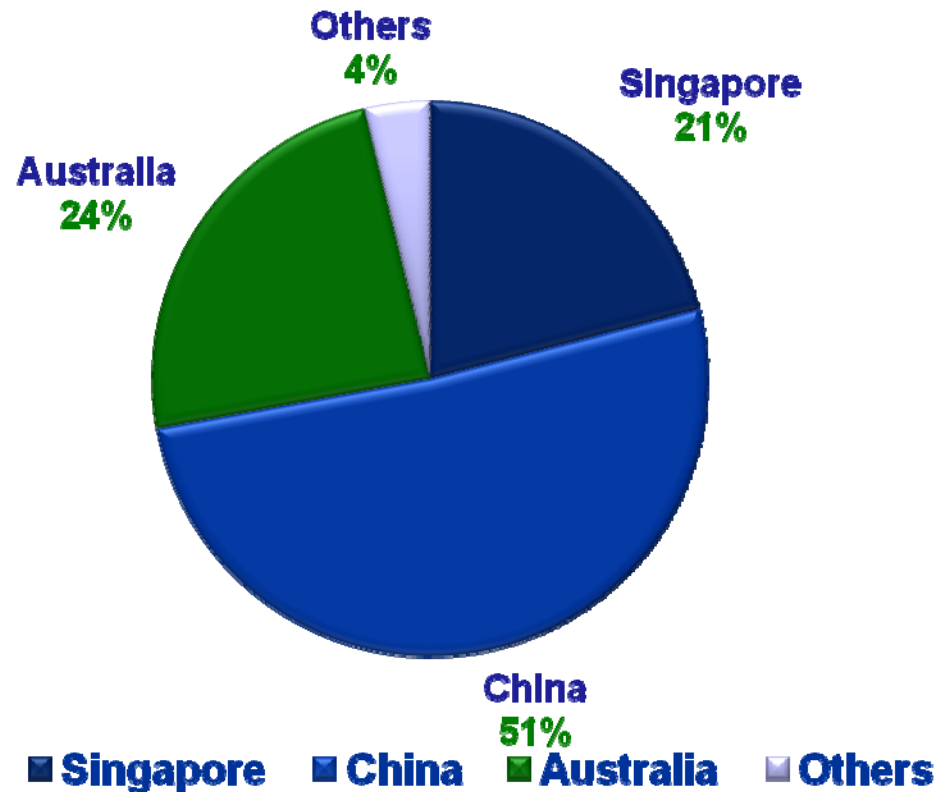
**Singapore and China ~80% of EBIT**

\*China including Macau & Hong Kong  
\*\* Excludes Singapore and China but includes projects in GCC



# Total Committed Project Size of On-going Development Projects<sup>1</sup>

Total Committed Project Size : S\$60.6b



**Investing to Build Scale in Three Focused Countries**

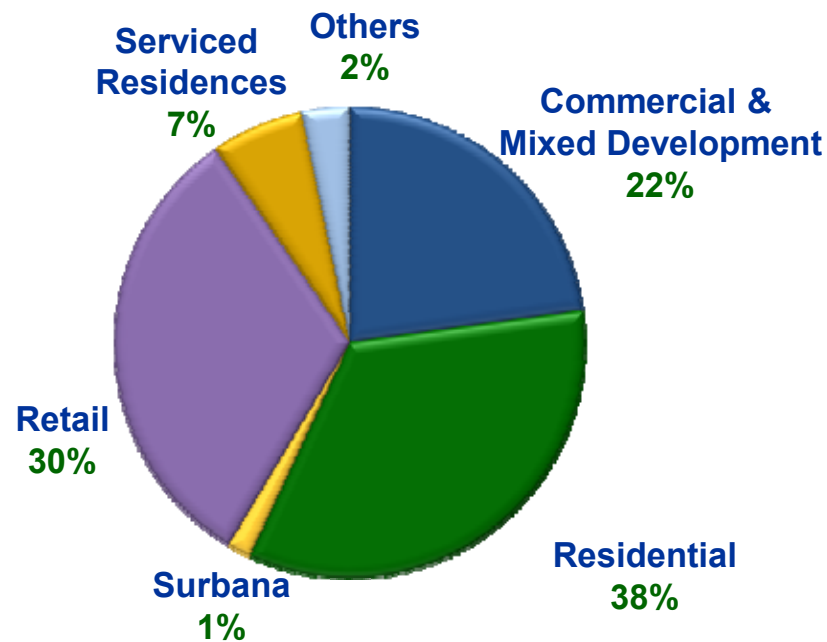
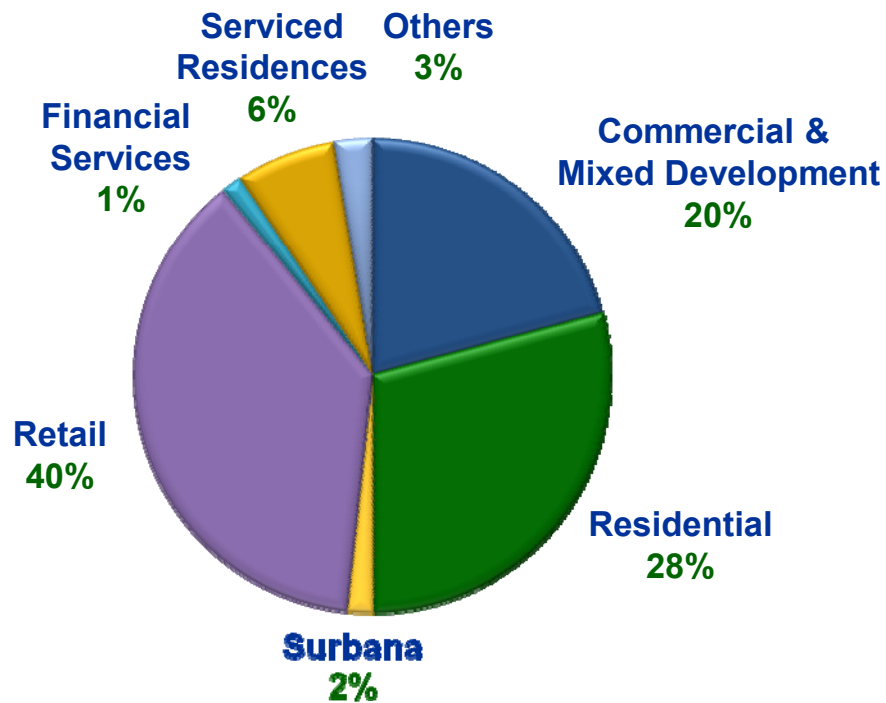
<sup>1</sup> Based on 100% effective stake



# Balanced Portfolio in Singapore & China

**Singapore Assets: S\$10.9b  
(34% of Group's Total Assets\*)**

**China Assets: S\$12.0b  
(38% of Group's Total Assets\*)**



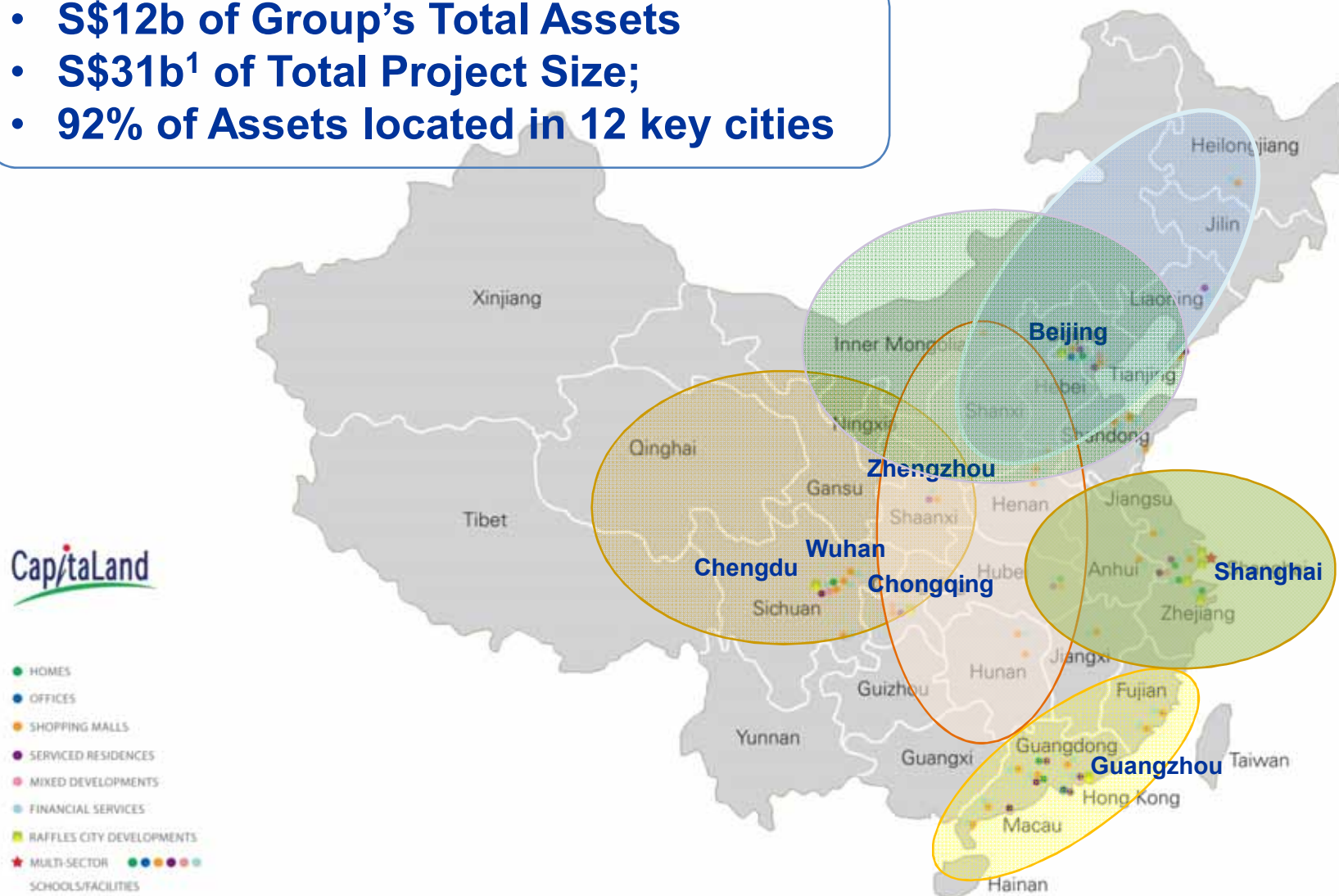
**Manage Volatility & Mitigate Unfavourable Government Policies**

\* Excluding treasury cash



# Continue to Focus On Key Regions & Cities in China

- S\$12b of Group's Total Assets
- S\$31b<sup>1</sup> of Total Project Size;
- 92% of Assets located in 12 key cities



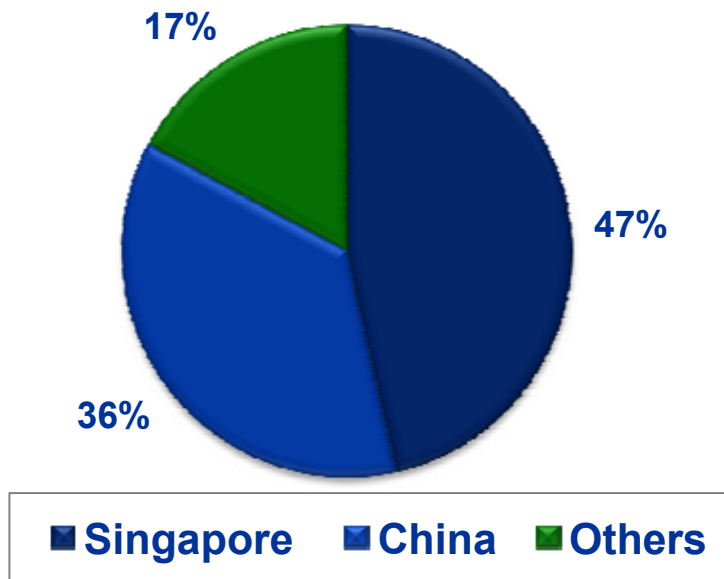




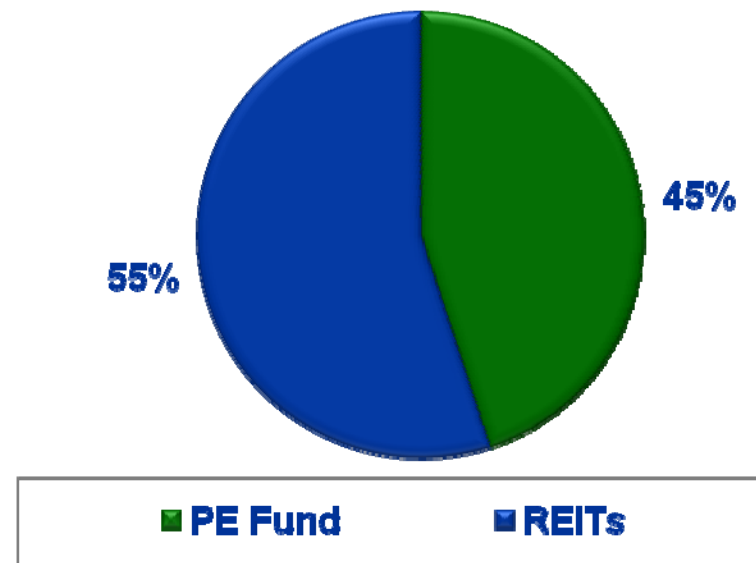
# Financial Services

- One of Asia's largest Real Estate fund managers
- Managing 6 REITs and 15 private equity funds
- S\$34b Assets Under Management with focus on Singapore and China
- FY2011 : Total fund management fees S\$173.1m

### Assets Under Management



### Fund Management Fees





# Leadership Across Real Estate Sectors





# Singapore Strategy -

## 1) Enhance Yields of Mall Portfolio through AEIs



Facade works along Orchard Road



Works on link between Plaza Singapura and The Atrium@Orchard

On Track To Complete in 4Q 2012



Perspective of new facade<sup>(1)</sup>

(1) Artist's impression; subject to authority's approval.



## Singapore Strategy (cont'd) -

### 2) Design & Development Capabilities in Large Scale Mixed Use Projects







## Singapore Strategy (cont'd) –

### 3) Build Residential Pipeline



d'Leedon



## Singapore Strategy (cont'd) -

### 4) Replenish Grade A Office Portfolio in good locations



CapitaGreen

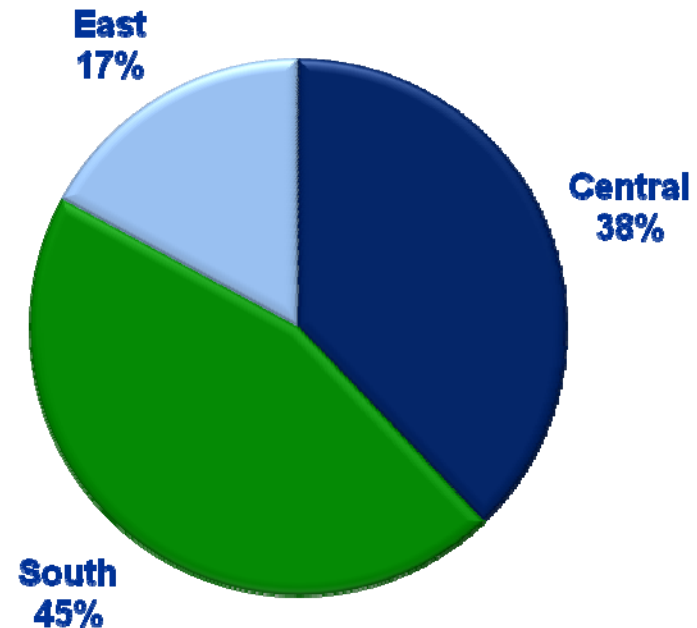
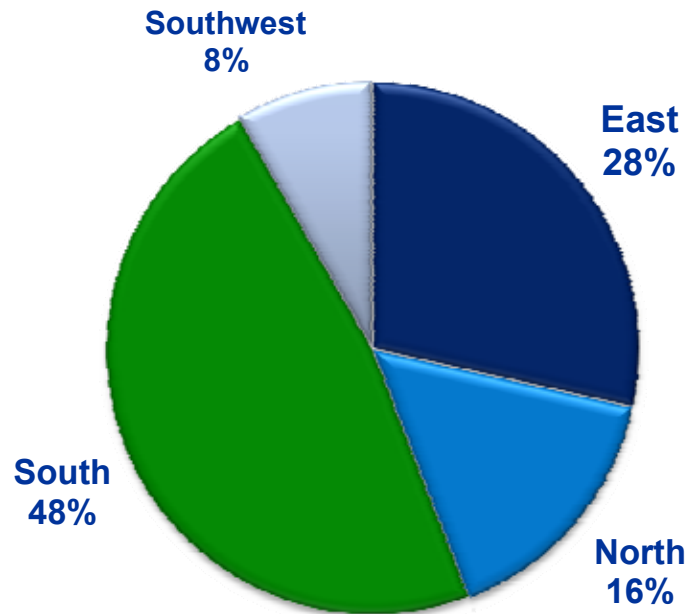


# China Strategy -

## 1) Focus in Key Regions/ Cities

**Residential @ 100%**  
(By GFA ~ 3.2 mil sqm)

**Value Homes Pipeline @ 100%**  
(By GFA ~ 527,000 sqm)



**92%\* of Group's China Property in Top 12 Cities**



## China Strategy (cont'd) -

### 2) Develop Full Suite of Housing Type from high end to value homes/township



Paragon, Shanghai



Lakeside, Wuhan





## China Strategy (cont'd) -

### 3) Leverage on Raffles City brand





## China Strategy (cont'd) -

### 4) Focus on Opening new malls and Ramping Up of Operational Malls



Hongkou Plaza, Shanghai



## China Strategy (cont'd) -

### 5) Deepen Serviced Residence Footprint in Key Cities to cater to growing domestic travel business







# Australia Strategy

- Maintain focus on the core sectors of residential, industrial and office
- Maintain recurring earnings of 60-70% of Australand's EBIT; FY 2011 EBIT: S\$324.2m (16% of CL's Group's EBIT)
- Continue to reposition development activities to improve returns



1. Estimated pipeline end values



# Financials & Capital Management





# FY2011 Net Profit (PATMI) of S\$1,057m: 6<sup>th</sup> Consecutive year of > S\$1b

(S\$ million)	FY 2010 (previously reported)	FY 2010 (restated <sup>1</sup> )	FY 2011	Change %
<b>Revenue</b>	3,383	3,383	3,020	(11)
<b>EBIT</b>	2,384	2,585	2,087	(19)
<b>PATMI</b>	1,273	1,426	1,057	(26)

<sup>1</sup>The 2010 results were restated to be comparable to the current year's results as a consequence of the adoption of the INT FRS 115 accounting policy which was effective on 1 January 2011.

## Net Profit (PATMI) of S\$477m in 4Q 2011

(S\$ million)	4Q 2010 (previously reported)	4Q 2010 (restated <sup>1</sup> )	4Q 2011	Change %
<b>Revenue</b>	1,137	903	1,059	17
<b>EBIT</b>	825	947	812	(14)
<b>PATMI</b>	522	596	477	(20)

<sup>1</sup>The 2010 results were restated to be comparable to the current year's results as a consequence of the adoption of the INT FRS 115 accounting policy which was effective on 1 January 2011.



# Balance Sheet & Liquidity Position

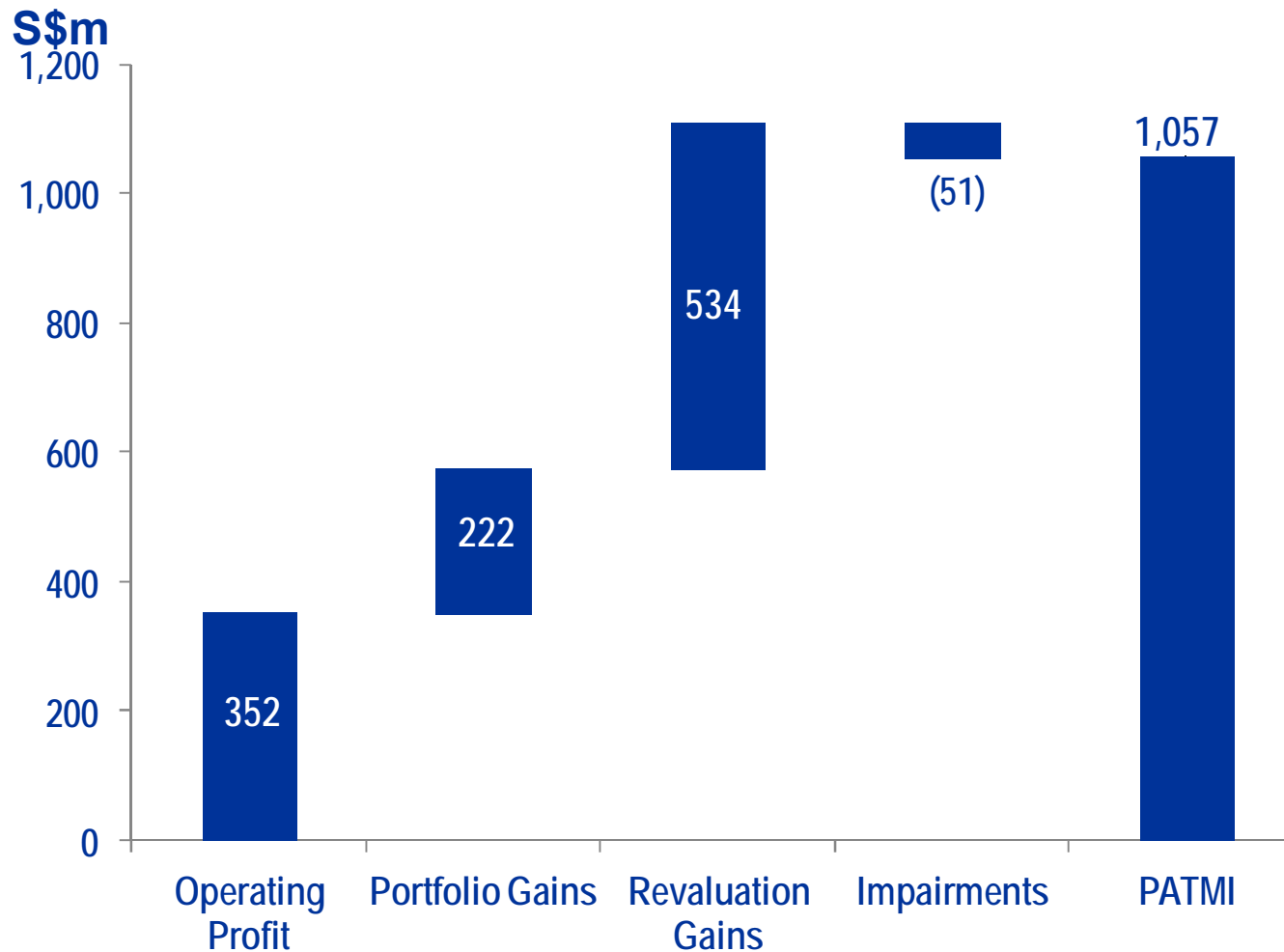
	FY 2010 (restated <sup>2</sup> )	FY 2011	Change
<b>Equity (S\$bn)</b>	17.9	19.2	Increased
<b>Cash (S\$bn)</b>	7.2	6.3	Decreased
<b>Net Debt (S\$bn)</b>	3.2	5.9	Increased
<b>Net Debt/Equity</b>	0.2	0.3	Healthy
<b>% Fixed Rate Debt</b>	72%	66%	Decreased
<b>Ave Debt Maturity(Yr)<sup>1</sup></b>	3.7	3.8	Improved
<b>NTA/Share (S\$)</b>	3.18	3.40	Improved

<sup>1</sup> Based on put dates of Convertible Bond holders

<sup>2</sup>The 2010 results were required to be restated to be comparable to the current year's results as a consequence of the adoption of the INT FRS 115 accounting policy which was effective on 1 January 2011.



# Group Overview – FY 2011 PATMI Analysis



**FY2011 PATMI (excluding reval/impairment) : S\$574m vs FY2010 S\$997m<sup>1</sup>**

<sup>1</sup>The 2010 results were restated to be comparable to the current year's results as a consequence of the adoption of the INT FRS 115 accounting policy which was effective on 1 January 2011.

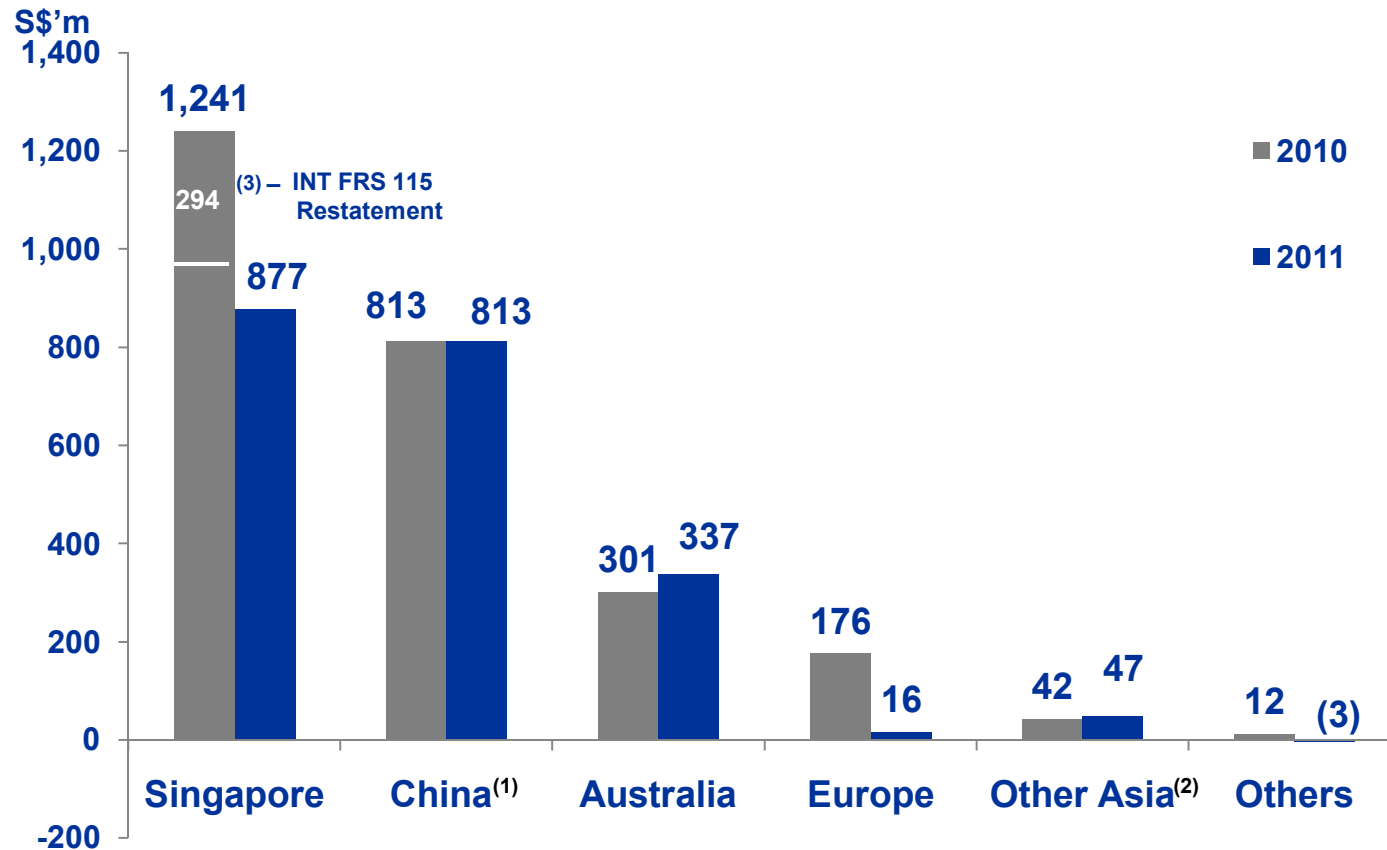


# PATMI excluding CMA & Australand

(S\$ million)	FY 2011	%
<b>CapitaLand Group</b>	<b>1,057</b>	<b>100</b>
<b>Contribution from:</b>		
<b>CapitaMalls Asia</b>	<b>300</b>	<b>28</b>
<b>Australand</b>	<b>109</b>	<b>10</b>
<b>CapitaLand ex. CMA &amp; ALZ</b>	<b>648</b>	<b>62</b>

Financials

# EBIT by Geography

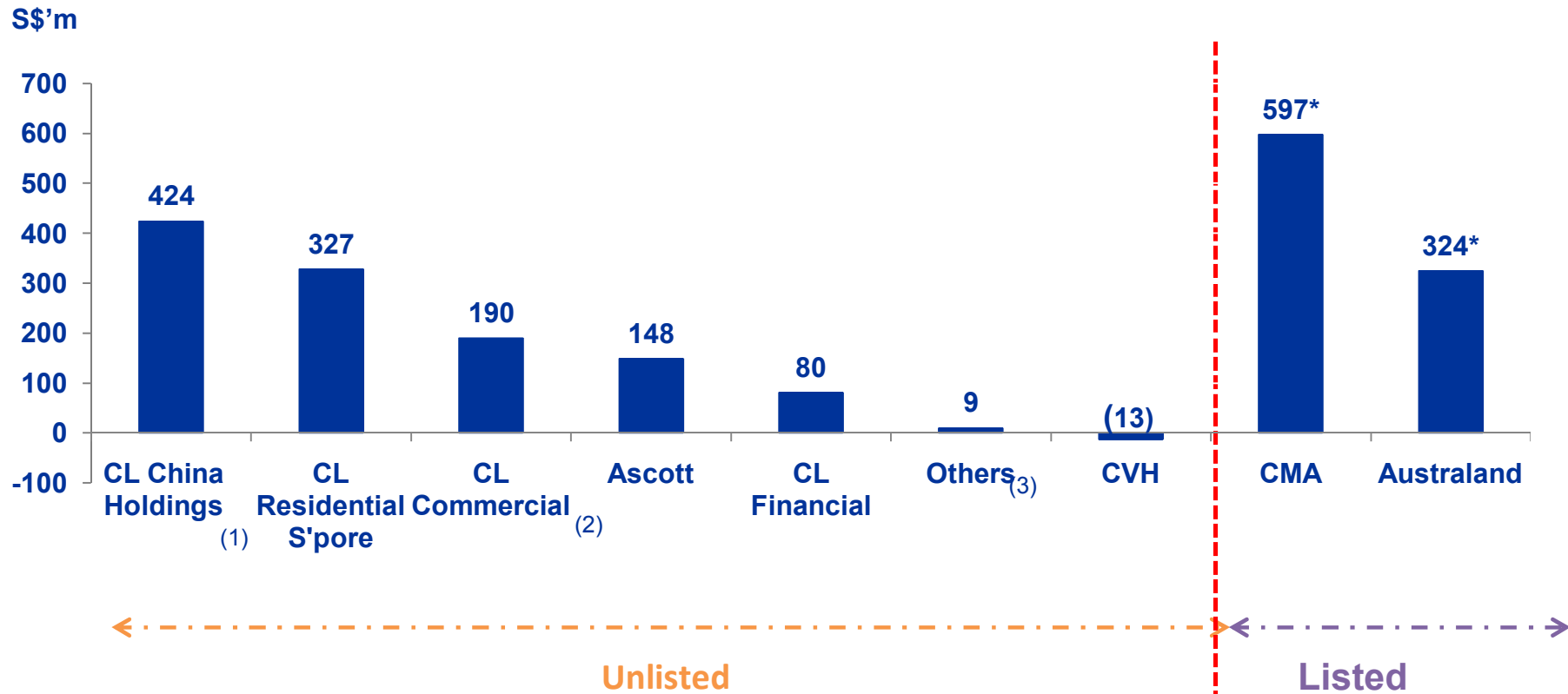


**FY 2011: S\$ 2.1b vs FY 2010 (restated) : S\$ 2.6b**

(1) China including Macau and Hong Kong  
 (2) Excludes Singapore and China and includes projects in GCC  
 (3) Includes S\$294m restatement due to adoption of INT FRS 115 for projects: The Seafront on Meyer, Latitude and The Orchard Residences



# EBIT by SBUs



**Strong Track Record Across SBUs**

\* Represents 100% EBIT at CMA and ALZ level  
 (1) Excludes Retail and Serviced Residences in China  
 (2) Includes residential projects in Malaysia  
 (3) Includes Corporate Office, Surbana and Others

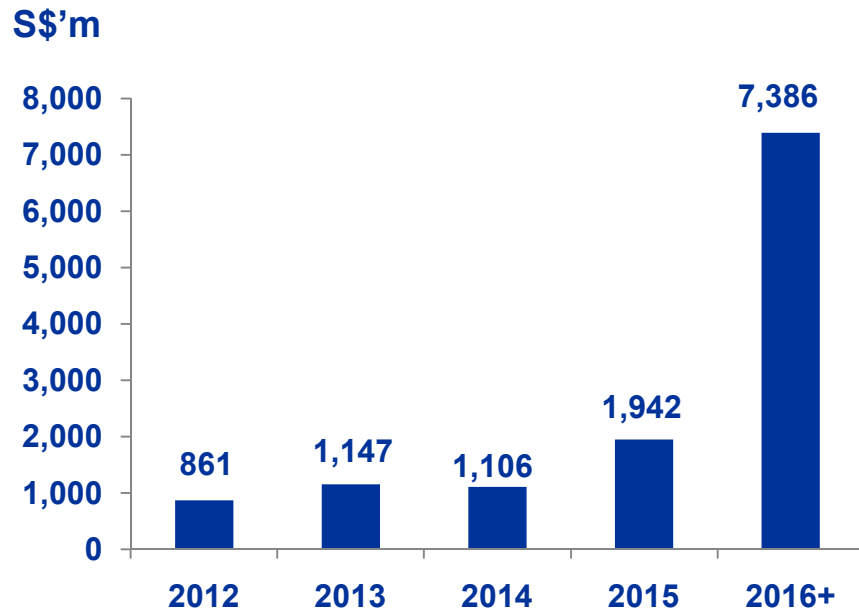




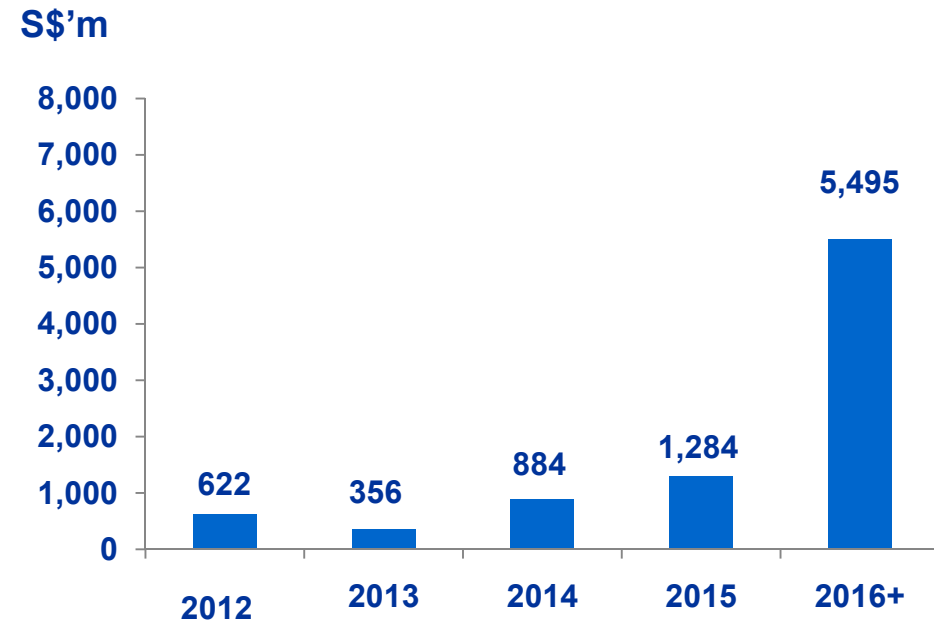
Financials

# Debt Maturity Profile

## CL Group



## CL Group (ex CMA & Australand)



**Group cash balance of S\$6.3b provides strong liquidity position for CL Group**

*Assumption: convertible bonds with full tenor*

# Total of ~S\$10b Raised Across the Group

**Bank Loans**



- S\$6,908m<sup>1</sup> loans raised
- Participation by >25 banks

**Bonds**



- S\$800m in CMBs
- S\$650m of S\$ bonds
- S\$500m of S\$ retail bonds

**Equity**



- S\$448m in equity

**Convertible Bonds**



- S\$350m in Convertible Bonds

**PE Funds**



- Raised ~S\$390m from PE Funds

**Proactive Fund-Raising to Support Growth and Preserve Financial Flexibility**

<sup>1</sup> Includes only major financings/loans raised



## Investing for the Future

- **Investing to enhance our returns**
  - Committed over S\$11b of new investments in 2011 (99% in Singapore and China)
  - Investment outflow of S\$5.5b
- **Financial flexibility & balance sheet strength to pursue more opportunities**
  - We can move fast
  - Healthy net D/E of 0.31, S\$6.3b of cash on balance sheet
  - CL-level refinancings for 2012/13 have been met
  - All funding platforms (banks, capital markets, REITs, Private funds) are accessible

**Focus on ROE**

# Going Forward







# Singapore Outlook

- **Short term uncertainty & market softening due to macroeconomic conditions and Singapore Government cooling measures**
- **CL is well-positioned to manage volatility:**
  - Residential portfolio strategically located and well differentiated
  - Re-constitute Grade A office portfolio to cushion negative rental reversion
  - Shopping malls to benefit from rental growth arising from AEs and new completion
  - Strong liquidity position
- **Leadership position in multi-sector business offers growth opportunities**



## China Outlook

- **Short-term impact to residential market due to:**
  - Measures to restrict purchase of residential properties,
  - Credit tightening measures affecting real estate companies
- **Commercial projects continue to see positive growth in rentals**
- **Serviced Residence projects continue to see growth**
- **CL is well positioned**
  - Diversified across various real estate sectors
  - Increased presence in key cities
  - Net cash position in China
  - Banks remain supportive of CapitaLand

# Conclusion





## Summary

- **Despite multiple global financial crises, CL achieved 10 years of Profitability with last 6 consecutive years of >S\$1b**
- **Focus on opportunities in Asia, particularly Singapore, China & Australia**
- **Maintain leadership position in real estate sectors**
- **Prudent capital management**
- **Strong financial position**
- **Management bench strength and proven execution**
- **Good track record**
- **Full suite of design & development expertise**



# Thank you



# Supplementary Slides




# Core Markets Highlights Singapore





CapitaLand Residential Singapore (CRS)

## Singapore Residential

- Sold 844 homes in 2011  6% YoY, with total sales S\$1.35b
- **Bedok Residences**
  - Unique in-house skillset – combining residential know-how and retail experience to extract full development potential of site
  - Linkages to key transportation modes
  - Capitalise on surrounding amenities
- **Adequate pipeline**
  - To launch an average of 800 to 1,000 units per year over the next 2 to 3 years



Bedok Residences Launch in Nov 2011



## Singapore – Sales and Construction Progress<sup>1</sup>

PROJECT	Total Project	Units Launched	% Sold	% Completed
			As at Dec 2011	As at Dec 2011
<b>Launched in 2007</b>				
The Seafront on Meyer	327	327	99%	100%
The Orchard Residences	175	175	91%	100%
<b>Launched in 2008</b>				
The Wharf Residence	186	186	97%	71%
Latitude	127	127	84%	100%
<b>Launched in 2009</b>				
The Interlace	1,040	900	77%	47%
Urban Suites	165	165	100%	30%
<b>Launched in 2010</b>				
d'Leedon	1715	800	57%	21%
<b>Launched in 2011</b>				
Urban Resort Condominium	64	34	74%	29%

<sup>1</sup> Figures might not correspond with income recognition





## Singapore Office/Mixed-use development

- Acquisition opportunities for Grade A buildings in good locations
- Westgate (Retail-cum-office development owned jointly by CCL, CMA and CMT)
  - Groundbreaking on 12 January 2012
  - 7-storey shopping mall to be opened by Christmas 2013; 20-storey office tower will be ready in late 2014



Westgate – New landmark in Jurong  
Shopping mall & office tower

CapitaLand Group FY2011 Results \*February 2012\*



CapitaLand Commercial Limited (CCL)

## Singapore Commercial (cont'd)

- **StorHub expands business in Singapore and China**
  - Acquired ~137,000 sq ft facility at Admiralty for S\$16.4m
  - Acquired first self-storage facility of 43,000 sq ft in China for RMB 48m (approx S\$9.2m)



StorHub Admiralty



## Building Consultancy Services

- **Maintained dominance in HDB market and made inroads into other sectors**
  - Secured new projects such as Singapore University of Technology and Design and completed Punggol Waterway & Aquatic Science Centre
- **Secured building consultancy services for large-scale project in Penang, Malaysia**
  - 11,800 homes over five phases on a 80-ha site at Bandar Cassia on mainland Penang



Punggol Waterway, Singapore



Penang public housing project, Malaysia



## Singapore Shopping malls

- Tenant sales and shopper traffic in Singapore grew at 5.5% and 2.2%
- 2 acquisitions:
  - Westgate and iluma
- On-going /New Assets Enhancement to start:
  - JCube, The Atrium@Orchard, Clarke Quay and iluma
- Pipeline for growth :



The Star Vista  
Opening in 3Q 2012



Westgate  
Opening in 4Q 2013



Bedok Mall  
Opening in 1Q 2014





# Singapore Shopping malls (cont'd)

## Enhancing NPI Yields Through AELs



**JCube**  
Completion: 1Q 2012, ROI: 9.7%



**The Atrium @Orchard**  
Completion: Dec 2012, ROI: 10.4%



**iluma**  
Completion: Jun 2012, ROI: 22.4%



**Clarke Quay**  
Completion: 3Q 2012, ROI: 13.0%



# Core Markets Highlights China



**FY 2011 -**

- 5 new residential projects launched
- Sold ~1,500 units
- Sales value ~ RMB 3.1b
- Delivered ~3,300 units

**Adequate pipeline -**

- ~ 21,000 units over next 5 years
- Target launch ready an average of 4,000 units per year



Paragon, Shanghai



Imperial Bay, Hangzhou



## China Mixed Use Development

- 2 operational assets performed well
  - Occupancy of over 90%
  - Valuation growth of over 7% y-o-y



**Raffles City Shanghai**  
Iconic landmark within Shanghai  
Yield on valuation 6.7%  
Yield on cost 15.1%



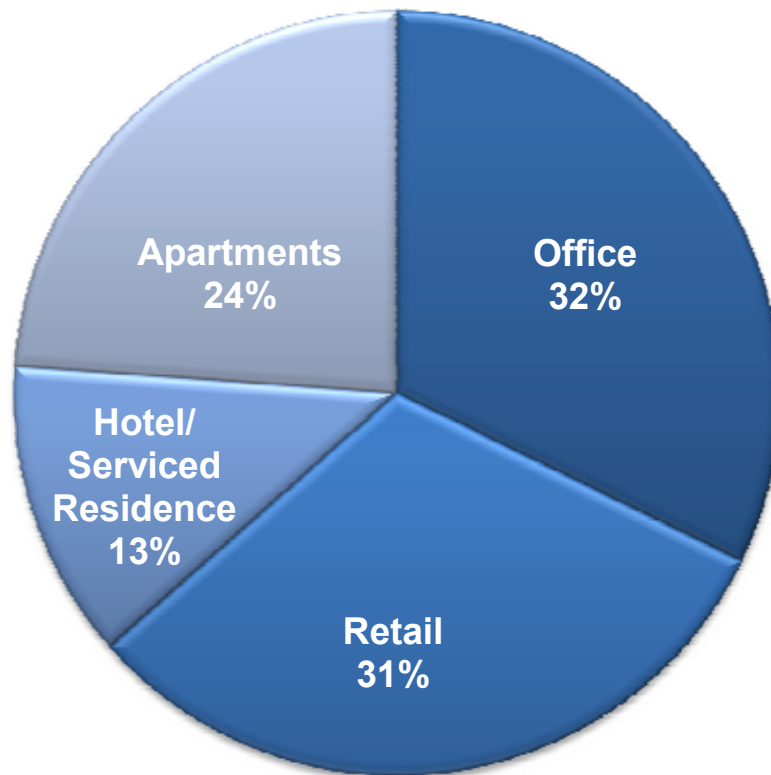
**Raffles City Beijing**  
Located in Dongzhimen  
Yield on valuation 5.5%  
Yield on cost 9.8%

\* Occupancy for retail and office components as at Dec 2011



## China Mixed Use Development (cont'd)

**GFA Allocation**



- The Raffles City portfolio is well-diversified
- Stable valuation growth, backed by rising net property income
- New revenue stream from Raffles City Chengdu and Raffles City Ningbo, in 2012





# Sales Status

PROJECT	Units Launched	CL Effective Stake %	% Launch Sold <sup>2</sup> as at Dec 2011	TOP for launched units <sup>5</sup>
<b>SHANGHAI</b>				
The Metropolis	1,005	70%	75%	2013
The Pinnacle - South Plot	242	80%	95%	2012
Paragon – Phase 1	116 <sup>4</sup>	99%	3%	2013
<b>HANGZHOU</b>				
Imperial Bay	144 <sup>3</sup>	50%	10%	2013
<b>BEIJING</b>				
Beaufort – Phase 1	467 <sup>1</sup>	50%	100%	Dec 2011
Beaufort – Phase 2	220 <sup>1</sup>	50%	88%	2013
<b>TIANJIN</b>				
International Trade Centre	399 <sup>4</sup>	100%	17%	2014
<b>CHENGDU</b>				
The Loft	2,516 <sup>3</sup>	56%	74%	2012
<b>FOSHAN</b>				
Riverside Ville	758 <sup>1</sup>	100%	72%	2012
Beau Residences	648 <sup>1</sup>	100%	72%	2012
La Cite	118	100%	1%	2013
<b>GUANGZHOU</b>				
Dolce Vita	741 <sup>3</sup>	48%	47%	2013
<b>TOTAL</b>	<b>7,374</b>			

<sup>1</sup> Project fully launched.

<sup>2</sup> % sold: units sold (S&P documentation fully completed as of 31 Dec 2011) against units launched.

<sup>3</sup> Launches from existing projects in 4Q 2011, namely Imperial Bay: 60 units; Dolce Vita: 248 units; The Loft: 262 units.

<sup>4</sup> New project launches in 4Q 2011, namely Paragon: 116 units; International Trade Centre: 399 units.

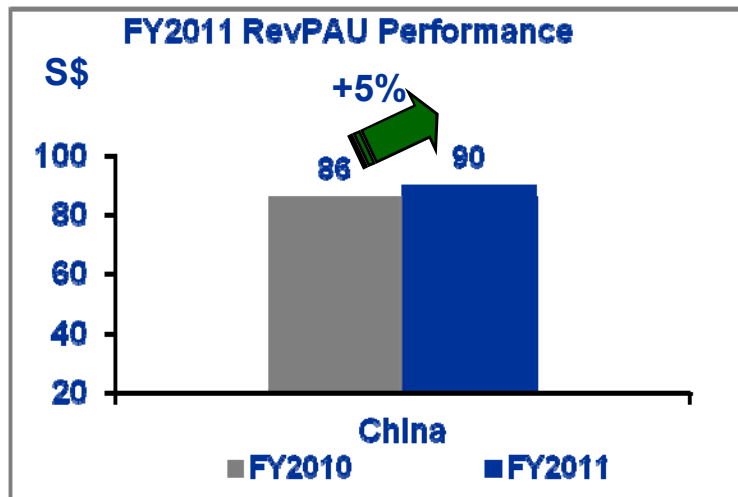
<sup>5</sup> TOP is based on the completion of the project's entire launched phase.





## Serviced Residence

- Acquired 20% interests in CCH's The Paragon (Luwan district) and Hengshan Road (Xu Hui district) developments in Shanghai, China
- Divested New Minzhong Leyuan Mall in Wuhan and Ascott Beijing
- Secured 7 new management contracts (+1,135 units) across Beijing, Shanghai, Chengdu, Foshan, Hong Kong, Macau and Wuhan
- Opened 2 properties in Shenzhen and Xi'an



\* Refers to Systemwide RevPAU





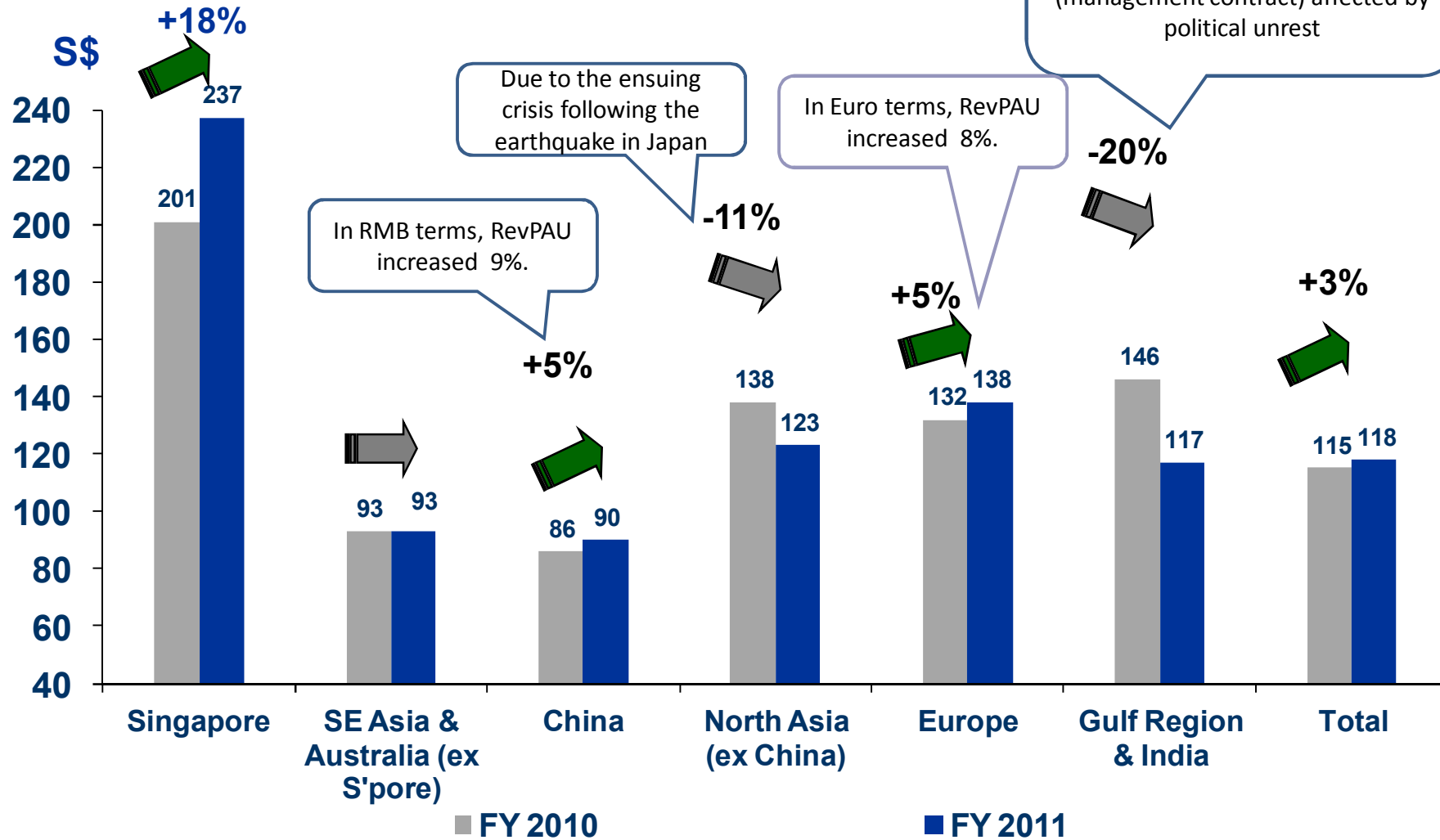
The Ascott Limited (Ascott)

## The Ascott Limited's Portfolio: 21,844 operational & 7,685 under development (As at 10 February 2012)

	ART	ASRCF	Owned	Minority Owned	3 <sup>rd</sup> Party Managed	Leased	Total
Singapore	497		146		195		838
Indonesia	401				1,551		1,952
Malaysia			255	221	1056		1,532
Philippines	523				582	67	1,172
Thailand				651	1,091		1,742
Vietnam	818		132		553		1,503
<b>SOUTH EAST ASIA TOTAL</b>	<b>2,239</b>		<b>533</b>	<b>872</b>	<b>5,028</b>	<b>67</b>	<b>8,739</b>
China	433	2,297	565		4,019		7,314
Japan	303			124			427
South Korea					420		420
<b>NORTH ASIA TOTAL</b>	<b>736</b>	<b>2,297</b>	<b>565</b>	<b>124</b>	<b>4,439</b>		<b>8,161</b>
India			1368			96	1,464
<b>SOUTH ASIA TOTAL</b>			<b>1,368</b>			<b>96</b>	<b>1,464</b>
Australia	127		380			209	716
<b>AUSTRALASIA TOTAL</b>	<b>127</b>		<b>380</b>			<b>209</b>	<b>716</b>
United Kingdom	600					136	736
France-Paris	994		106		293	516	1,909
France-Outside Paris	677				1	795	1,473
Belgium	323						323
Germany	264		293				557
Spain	131						131
Georgia					66		66
<b>EUROPE TOTAL</b>	<b>2,989</b>		<b>399</b>		<b>360</b>	<b>1447</b>	<b>5,195</b>
U.A.E					118		118
Bahrain					318		318
Qatar					429		429
Oman					220		220
<b>GULF REGION TOTAL</b>					<b>1085</b>		<b>1,085</b>
<b>SERVICED APARTMENTS</b>	<b>6,091</b>	<b>2,297</b>	<b>3,245</b>	<b>996</b>	<b>10,912</b>	<b>1,819</b>	<b>25,360</b>
Corporate Leasing	509		429	2,215	946	70	4,169
<b>CORP LEASING TOTAL</b>	<b>509</b>	<b>0</b>	<b>429</b>	<b>2,215</b>	<b>946</b>	<b>70</b>	<b>4,169</b>
<b>GRAND TOTAL</b>	<b>6,600</b>	<b>2,297</b>	<b>3,674</b>	<b>3,211</b>	<b>11,858</b>	<b>1,889</b>	<b>29,529</b>

The Ascott Limited

# Serviced Residence FY2011 RevPAU Performance



Same-store- Numbers include all serviced residences owned, leased and managed  
 RevPAU – Revenue per available unit  
 Foreign currencies are converted to S\$ at respective period's average rates

CapitaLand Group FY2011 Results \*February 2012\*



The Ascott Limited

# Ascott's Investment Portfolio

(excludes Ascott Reit's property portfolio)

	Operating Assets – Majority Owned	Ascott's Share	No. of units	GFA# (Sqm)	Asset Value as at 31 Dec '11# (S\$ 'mil)
	<b>Serviced Residence</b>				
1.	Ascott Raffles Place Singapore	100%	146	15,694	175
2.	Ascott Guangzhou China	100%	208	19,797	48
3.	Somerset ZhongGuanCun Beijing China	100%	154	19,975	65
4.	Citadines Xinghai Suzhou China	100%	167	10,166	20
5.	Citadines Ashley Hongkong	100%	36	2,632	26
6.	Somerset Ampang Kuala Lumpur Malaysia	100%	207	18,847	55
7.	Somerset Seri Bukit Ceylon Kuala Lumpur Malaysia	100%	48	3,604	5
8.	Somerset on Elizabeth Melbourne Australia	100%	34	1,872	10
9.	Citadines on Bourke Melbourne Australia	100%	380	28,427	184
10.	Japan Rental Housing Portfolio I (5 properties)	89%	429	17,169	100
	<b>Total</b>		<b>1,809</b>		<b>688</b>

# Based on 100% value



The Ascott Limited

## Ascott's Investment Portfolio (cont'd)

(excludes Ascott Reit's property portfolio)

	Operating Assets – Minority-owned	Ascott's Share	No. of units	GFA# (Sqm)	Asset Value as at 31 Dec '11# (S\$ 'mil)
1.	Ascott Kuala Lumpur Malaysia	50%	221	36,206	82
2.	Ascott Sathorn Bangkok Thailand	40%	177	45,361	56
3.	Citadines Sukhumvit 8 Bangkok Thailand	49%	130	8,505	13
4.	Citadines Sukhumvit 11 Bangkok Thailand	49%	127	8,215	13
5.	Citadines Sukhumvit 16 Bangkok Thailand	49%	79	5,415	8
6.	Citadines Sukhumvit 23 Bangkok Thailand	49%	138	8,693	13
7.	Citadines Shinjuku Tokyo Japan	40%	160	6,197	97
8.	Citadines Karasuma-Gojo Kyoto Japan	40%	124	4,835	52
9.	Japan Rental Housing Portfolio II (20 properties)	19%	1,820	75,078	370
10.	Japan Rental Housing Portfolio III (1 property)	30%	395	36,770	80
11.	Ascott China Fund Portfolio (11 properties)	36%	2,297	327,361	1,105
	<b>Total</b>		<b>5,668</b>		<b>1,889</b>

# Based on 100% value





The Ascott Limited

# Ascott's Investment Portfolio (cont'd)

(excludes Ascott Reit's property portfolio)

	Assets Under Development - Majority-owned	Ascott's Share	No. of units	GFA (Sqm) <sup>#</sup>	Carrying Value as at 31 Dec'11 (S\$ 'mil)	Est. Total PDE** (S\$ 'mil)
1.	Somerset Greenways Chennai India	64%	187	21,933	68	81
2.	Citadines Hitec City Hyderabad India	100%	218	10,388	21	54
3.	Citadines Parimal Garden Ahmedabad India	100%	220	9,118	17	39
4.	Somerset Whitefield Bangalore India	100%	280	19,021	19	56
5.	Citadines OMR Gateway Chennai India	100%	260	18,649	22	57
6.	Ascott Arc de Triomphe Paris France	100%	106	9,700	117	149
7.	Citadines Michel Hamburg Germany	100%	128	6,725	0	35
8.	Citadines Messe Frankfurt Germany	100%	165	8,104	0	49
9.	Somerset Central TD Hai Phong City Vietnam	90%	132	14,531	14	27
	<b>Total</b>		<b>1,696</b>		<b>278</b>	<b>547</b>

\* PDE = Property Development Expenditure

# Based on 100% value



The Ascott Limited

## Ascott's Investment Portfolio (cont'd)

(excludes Ascott Reit's property portfolio)

	Assets Under Development - Minority-owned	Ascott's Share	No. of units	GFA (Sqm) #	Carrying Value as at 31 Dec'11 (S\$ 'mil)	Est. Total PDE** (S\$ 'mil)
1.	Citadines Galleria Bangalore India	50%	203	13,935	4	32
2.	The Paragon development, Luwan District Shanghai China	20%	287	145,500	176	760 (Est. underlying land value)
3.	Hengshan Road development, Xu Hui District Shanghai China	20%	91	15,000	19	78 (Est. underlying land value)
	<b>Total</b>		<b>581</b>			<b>NM^</b>

\* PDE = Property Development Expenditure

# Based on 100% value

^ Not meaningful



CapitaMalls Asia (CMA)

## China Shopping Malls

- Tenant sales and shopper traffic grew 13.2% and 7.5%
- Credit tightening policies presented opportunistic acquisitions



Hongkou Plaza, Shanghai



Minhang Plaza, Shanghai



Suzhou site, Suzhou



CapitaMall Minzhongleyuan,  
Wuhan

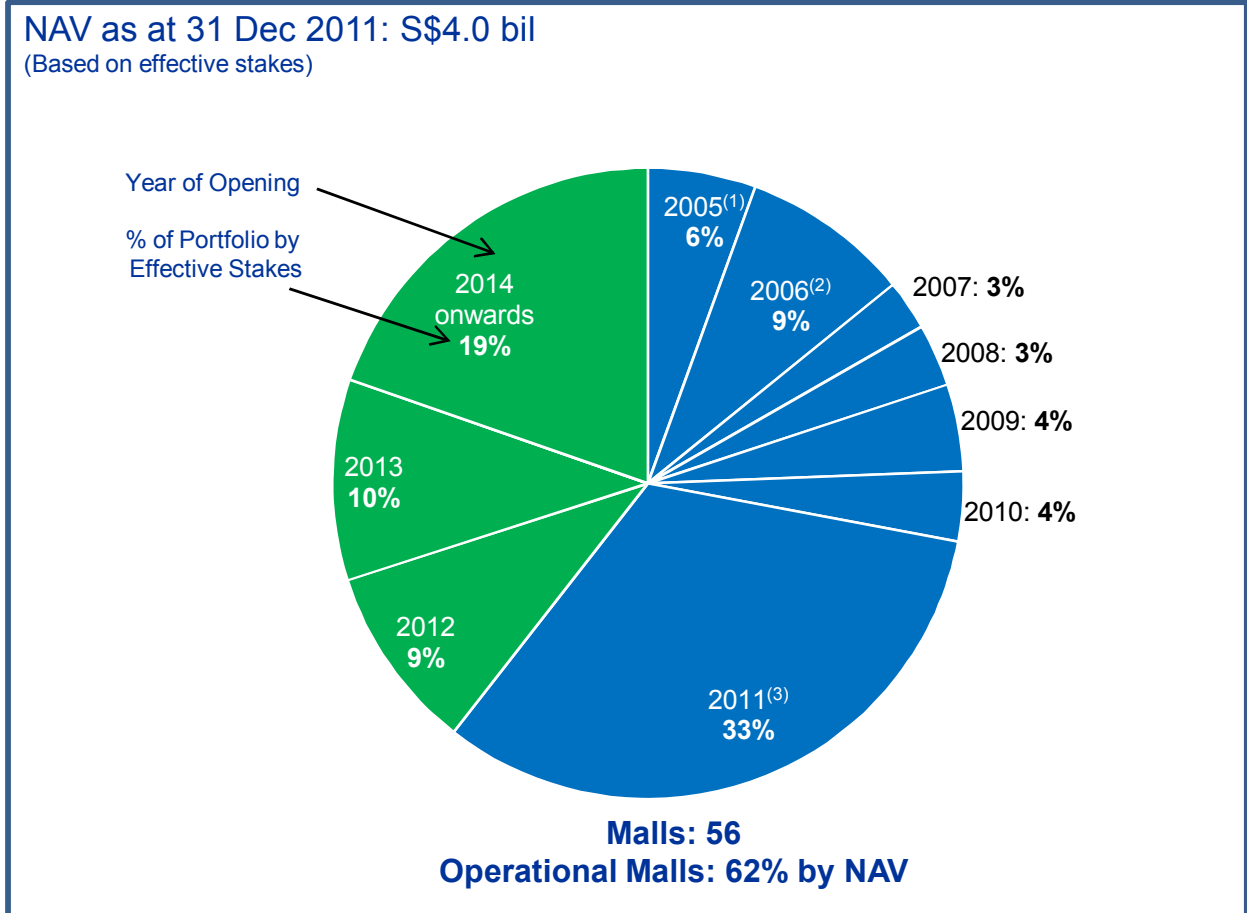


Chongqing site\*

\* Concept design



# China: Operational Malls Make Up More than 60% of NAV



- Projects under development
- Operational malls

(1) Includes Raffles City Shanghai and CapitaMall Minzhongleyuan  
 (2) Includes malls under or previously under master lease namely CapitaMall Shuangjing, CapitaMall Anzhen, CapitaMall Erqi and CapitaMall Saihan  
 (3) Includes additional 50% stakes in Hongkou Plaza and Minhang Plaza, the acquisition of which is pending completion



## 7 Malls in China & 2 Malls in Singapore to Open in 2012

Countries	No. of Properties as at 31 Dec 2011				
	Operational	Target to be opened in 2012	Target to be opened in 2013	Target to be opened in 2014 & beyond	Total
Singapore	16	2	1	1	<b>20</b>
China	42	7	2	5 <sup>(1)</sup>	<b>56</b>
Malaysia	5	-	-	-	<b>5</b>
Japan	7	-	-	-	<b>7</b>
India	2	-	2	5	<b>9</b>
<b>Total</b>	<b>72</b>	<b>9</b>	<b>5</b>	<b>11</b>	<b>97</b>



JCube, Singapore



CapitaMall Taiyanggong, Beijing

(1) Includes Suzhou and Chongqing Integrated Development





# China Shopping Malls

- Significant operational improvement

	100% Basis			
Year of Opening	NPI Yield on Cost (%)		Yield Improvement	Tenant Sales Growth <sup>1</sup>
	FY 2011	FY 2010		
2005 <sup>2</sup>	4.7	3.5	34%	10.1%
2006 <sup>3</sup>	8.0	6.4	25%	16.2%
2007	8.1	6.5	25%	15.2%
2008	4.7	3.1	52%	12.2%
2009	5.8	3.7	57%	24.6%
2010	1.9	(1.0)	n.m.	n.a.
FY 2011	NPI Yield on Cost		Gross Yield	
China Portfolio <sup>4</sup>	6.8%		11.8%	

- (1) Tenant sales are based on a same-mall basis (100%) and excludes sales from supermarkets and department stores.
- (2) Excludes Raffles City Shanghai.
- (3) Excludes malls under or previously under master lease namely CapitaMall Shuangjing, CapitaMall Anzhen, CapitaMall Erqi and CapitaMall Saihan.
- (4) For malls that are opened as at 31 Dec 2009

# Growth in Shopper Traffic & Tenant Sales

Malls opened before 1 Jan 2010	FY2011		FY 2011 vs FY 2010 (%) <sup>*</sup>	
	NPI Yield (%) <sup>1</sup> on valuation as at 31 Dec 2011	Committed Occupancy Rate (%) <sup>2</sup> as at 31 Dec 2011	Shopper Traffic	Tenant Sales
Singapore <sup>3</sup>	5.6	98.3	2.2	5.5
China <sup>4</sup>	5.6	97.4	7.5	13.2
Malaysia	6.5	97.6	1.5	-
Japan	4.2	93.0	2.6	0.8
India	7.1	96.2	0.1	13.6



Note: The above figures are on a 100% basis, where the NPI yield and occupancy of each mall are taken in their entirety regardless of CMA's interest. This analysis takes into account all malls that are opened prior to 1 Jan 2010.

(1) Refers to weighted average yield of our operational malls, computed by using the annualised net property income.

(2) Refers to the weighted average committed occupancy rate.

(3) Excludes The Atrium@Orchard, which is undergoing major AEI

(4) Excluding CRCT, NPI yield on valuation as at 31 Dec 2011 is 5.2% and committed occupancy rate is 97.0%

(\*) Notes on Shopper Traffic and Tenant Sales:

Singapore: Excludes JCube, Hougang Plaza, The Atrium@Orchard and Iluma

China: Excludes 3 master leased malls under CRCT. Excludes tenant sales from supermarket and department stores

Malaysia: Point of sales system not ready. Excludes Queensbay Mall, whose acquisition by CMA was completed in Apr 2011, and East Coast Mall, whose acquisition by CMMT was completed in Nov 2011

Japan: Excludes Ito Yokado Eniwa for shopper traffic. Tenant sale for Vivit Square and Chitose Mall only

# Core Markets Highlights

## Australia





## Australia

- **Investment Property**
  - Strong recurrent earnings from A\$2.2b (S\$2.9b) Investment Portfolio with occupancy at 99.2%,
  - Comparable NOI growth of 3.2%
- **Industrial development**
  - Delivered buildings with a total net lettable area of 197,000 sqm in 2011
  - Solid forward workload: 14 projects, end value ~A\$560m (S\$747m)
  - Established Logistics Joint Venture with GIC
- **Office development**
  - 357 Collins St due for completion 2H2012
  - Development of final stage of Rhodes Corporate Park underway





## Residential development

- **Gross lot sales up 15% yoy driven by new project launches**
  - Value of contracts on hand up 16% to A\$348m (S\$452m)
- **Melbourne market showing resilience and Sydney remains undersupplied. Perth is improving but Brisbane remains challenging**
  - Pipeline strategically positioned in growth areas at competitive price points
- **Medium term earnings underpinned by recent site acquisitions and existing pipeline**
  - 21,800 lots under management
  - A\$8.1b (S\$10.5b) end value





# Financials





# EBIT by SBU – FY 2011

(S\$ M)	EBIT	Portfolio Gain	Revaluation Gain	Impairment of assets
CapitaLand Residential S'pore	327.4	-	-	23.5
CapitaLand China Holdings <sup>1</sup>	423.7	169.6	90.5	(0.7)
CapitaLand Commercial <sup>2</sup>	189.6	22.3	93.2	(5.2)
The Ascott Limited	148.4	36.8	78.1	(5.9)
CapitaValue Homes	(12.9)	-	-	-
CapitaLand Financial	80.0	20.3	-	-
CapitaMalls Asia	597.0	14.8	405.3	-
Others <sup>3</sup>	333.4	(3.3)	106.0	(78.2)
<b>TOTAL EBIT</b>	<b>2,086.6</b>	<b>260.5</b>	<b>773.1</b>	<b>(66.5)</b>

<sup>1</sup> Excludes Retail and Serviced Residences in China

<sup>2</sup> Includes residential businesses in Malaysia and Thailand

<sup>3</sup> Includes Corporate Office, Australand and Others



## FY2011 PATMI Impact : Revaluation Gain/(Loss)

S\$' Million	S'pore	China	Aust	Other Asia <sup>(1)</sup>	Europe & Others	Total
CapitaLand China	-	90.7	-	-	-	90.7
CapitaLand Commercial	92.7	-	-	(0.4)	(0.1)	92.2
Ascott	28.7	25.4	1.3	7.3	14.9	77.6
CapitaMalls Asia	86.7	125.6	-	(2.5)	-	209.8
Australand	-	-	47.0	-	-	47.0
CL Corporate	-	17.0 <sup>(2)</sup>	-	-	-	17.0
<b>Total</b>	<b>208.1</b>	<b>258.7</b>	<b>48.3</b>	<b>4.4</b>	<b>14.8</b>	<b>534.3</b>

(1) Excludes S'pore and China and includes projects in GCC

(2) Group's share of RCCF and Raffles City Changning's FV gains held through CMA.

# Committed S\$11b of New Investments in FY2011

Project Name	SBU	Stake (%)	Geography	Project Type	Total GFA (Sqm)	Committed Investment S\$'b
Raffles City Chongqing	CL/CMA	25/25	China	Mixed use	817,000	4.3 <sup>1,5</sup>
Westgate	CCL/CMA/CMT	20/50/30	Singapore	Office & Retail	89,187	1.50 <sup>1,5</sup>
CapitaGreen	CCL/CCT	50 /40	Singapore	Office	82,405	1.40 <sup>1,5</sup>
Remaining stake in Minhang & Hongkou	CMA	100	China	Retail	367,624	0.95
West Jinji Lake	CMA	50	China	Retail	310,000	0.64
Bishan Central site	CRS	65	Singapore	Residential	58,786	0.55 <sup>2,5</sup>
Surbana	CL	40	-	Investment	-	0.36
iluma	CMT	100	Singapore	Retail	27,794 <sup>4</sup>	0.30
Hangzhou Site	CCH	100	China	Residential	80,105	0.21 <sup>2</sup>
Ascott Arc de Triomphe Paris	Ascott	100	France	Serviced Residence	106-units	0.15
Panyu site	CCH	Increase to 45 <sup>3</sup>	China	Residential	1,108,455	0.13
Marine Point site	CRS	100	Singapore	Residential	9,986	0.10 <sup>2</sup>
Raffles City Shenzhen	CCH	Increase to 73 <sup>6</sup>	China	Mixed use	237,500	0.09
Innov Tower	CCH	Increase to 100 <sup>7</sup>	China	Commercial	40,445	0.05
Others						0.57
<b>Total New Investment Commitments ~ S\$11b</b>						

<sup>1</sup> Estimated PDE <sup>2</sup> Land cost <sup>3</sup> Incremental 38% stake <sup>4</sup> Net Lettable Area <sup>5</sup> Refers to 100% interest <sup>6</sup> Incremental 14.7% stake <sup>7</sup> Incremental 50% stake



# Capital Management Debt Maturity Profile

S\$'M	GROSS DEBT							CASH
	Maturing in Year Ending 31 Dec (CBs with Put Tenor)							
	Total	2012	2013	2014	2015	2016	2017+	
<b>CL Group</b>	<b>12,442</b>	<b>861</b>	<b>1,572</b>	<b>1,106</b>	<b>2,992</b>	<b>3,571</b>	<b>2,340</b>	<b>6,264</b>
Less : CMA Group	<b>(2,004)</b>	(239)	(115)	(222)	(263)	(792)	(373)	(990)
Less : Australand Group	<b>(1,797)</b>	0	(676)	0	(395)	(483)	(243)	(121)
<b>CL Group (ex CMA &amp; Australand)</b>	<b>8,641</b>	<b>622</b>	<b>781</b>	<b>884</b>	<b>2,334</b>	<b>2,296</b>	<b>1,724</b>	<b>5,153</b>
> Group Treasury	<b>6,301</b>	148	542	532	1,570	1,859	1,650	3,383
> Other SBUs	<b>2,340</b>	474	239	352	764	437	74	1,770

**Average debt maturity for  
Group Treasury**

**4.3 years**



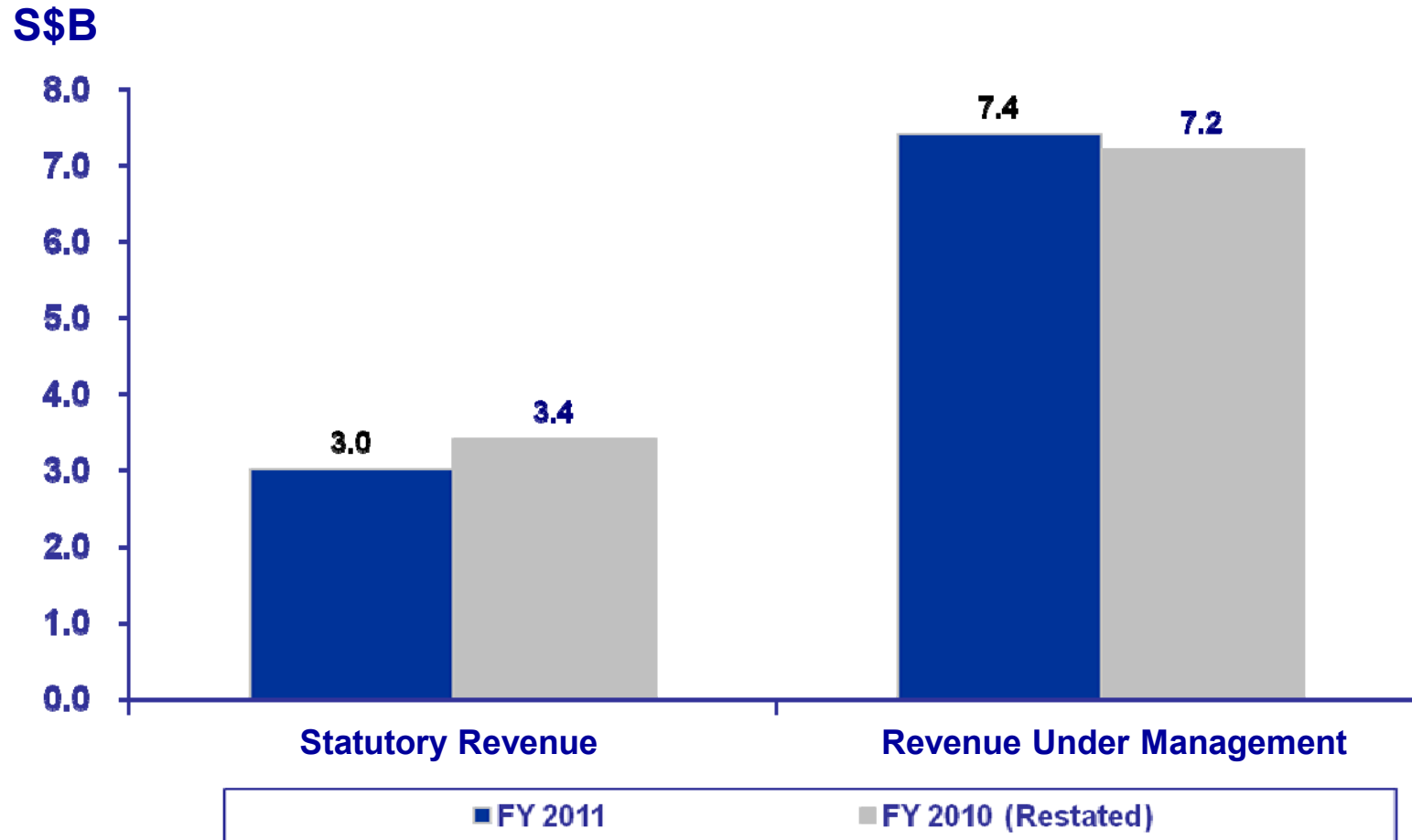
## Group Managed Real Estate Assets\* of S\$60.3b

Group Managed RE Assets	As at 31 Dec 2011 (S\$b)
On Balance Sheet & JVs	22.5
Funds	12.5
REITs/Trusts	19.9
Others**	5.4
<b>Total</b>	<b>60.3</b>

\* Group Managed Real Estate Assets is the value of all real estate managed by CapitaLand Group entities stated at 100% of the property carrying value.

\*\* Others include 100% value of properties under management contracts.

# Revenue Under Management for FY 2011



• Revenue Under Management : Revenue of all properties managed by the Group



# Asset Matrix - Diversified Portfolio excluding Cash

## As at 31 December 2011

	S'pore	China <sup>(1)</sup>	Aust	Other Asia <sup>(2)</sup>	Europe & Others	Total
	S\$'M	S\$'M	S\$'M	S\$'M	S\$'M	S\$'M
CapitaLand Residential Singapore	2,922	-	-	-	-	2,922
CapitaLand China Holdings	-	5,978	-	-	-	5,978
CapitaLand Commercial	2,087	10	-	548	46	2,691
Ascott	335	795	235	739	773	2,877
CapitaValue Homes	-	111	-	354	-	465
CapitaLand Financial	142	10	63	8	-	223
Surbana	176	176	-	13	-	365
Others	262	220	18	121	-	621
<b>Unlisted Subsidiaries</b>	<b>5,924</b>	<b>7,300</b>	<b>316</b>	<b>1,783</b>	<b>819</b>	<b>16,142</b>
CapitaMalls Asia	3,765	3,341	-	806	-	7,912
Australand	-	-	5,001	-	-	5,001
<b>Total</b>	<b>9,689</b>	<b>10,641</b>	<b>5,317</b>	<b>2,589</b>	<b>819</b>	<b>29,055</b>

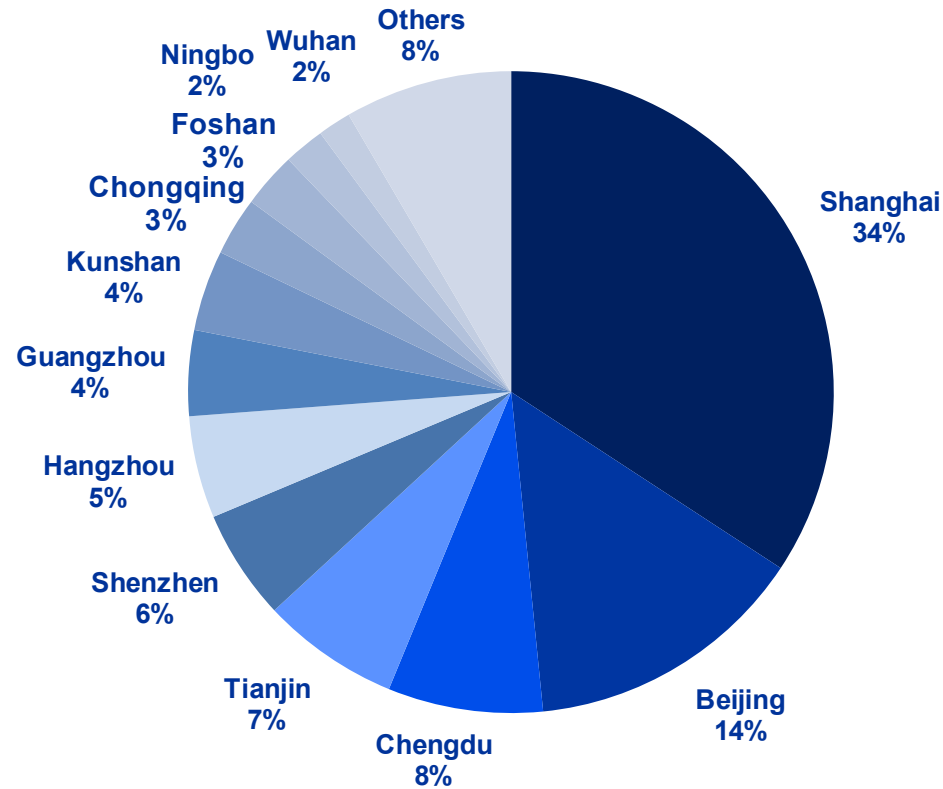
(1) China including Macau & Hong Kong

(2) Excludes S'pore and China and includes projects in GCC



# Concentrating our Presence in China

**92%\* of Group Property in Top 12 Cities**



**Property Value<sup>^</sup> in China: ~S\$9.0b\***

<sup>^</sup>Property Value refers to the carrying amount of each property in the financial statements as at 31 Dec 2011

\* Based on effective stake held by CapitaLand and total property value in China





# Total Project Size of On-going Development Projects<sup>1</sup>

<b>SBU</b>	<b>As at 31 Dec 2011 S\$'b</b>
CapitaLand Residential Singapore	8.5
CapitaLand China Holdings Limited	22.4
CapitaLand Commercial Limited	1.4
The Ascott Limited	0.5
CapitaValue Homes	1.6
CapitaMalls Asia	11.6
Australand	14.6
	60.6

<sup>1</sup> Total value of PDE (based on 100% basis)