Focus, Balance & Scale

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Disclaimer

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

Basic Principles

Focus
- Real Estate (RE) Value Chain
- RE Development
- RE Investment
- RE Financial Solutions

Balance
- High Growth Countries across Asia
- Diversified Income Streams
- Multi-Sector Businesses
- Trading vs Investment Assets

Scale
- Management Centres in Key Countries
- Significant Expansion through Platforms
- Strategic Partnerships
- Acquisitions
Our Three-Pronged Business Strategy

- ‘Multi-Local’ Strategy Drives Sustainable Overseas Earnings
  - Strong contributions from China & Australia
  - Developing new growth markets
- Increase Real Estate Financial Services & Fee Income
  - AUM of S$8.5 billion, targeting S$13 billion by 2007
  - Scaleable fund management model, cross border opportunities
- Active Capital Management Aimed at Creating Value
  - Completed divestment of non-strategic businesses (Raffles’ hotel business and PREMAS) and unlocked value for shareholders
  - Improving efficient capital structure & lowering cost of capital
  - Re-deploying capital into higher yielding investments

Group Structure

CapitaLand Group comprises 7 listed Companies with total Market Capitalisation of more than S$17.6 billion^
Plugging into Asian Growth

Asia Rising: Future Growth 20+ yrs above average

Window to Asian Growth

Capital Efficient Model + Shareholder Value Focus

Asia Rising: Future Growth 20+ yrs above average
Capturing the Greatest Value Added

Quick Re-cycling of Capital
Our Business Model

(1) Origination
Real Estate Risk Assets
- Jellicoe
- Waterina
- Funan
- Raffles City
- Funan
- Raffles City
- Capital Tower
- George Street

(2) Structuring
Vehicles/Structures
- CRL
- Aragom
- CMT / CRS
- Tinoel
- CCT
- Funds/SPVs

(3) Underwriting
Creating Value & Extracting Value
Capital
Risk & Return

(4) Distribution
Customers
- Buyers & Investors
  - Residential Properties etc.
  - Debt
  - CMBS
  - Mezz/Sub-Debt
  - REIT Units
  - Equity

Direct Assets
Financial R.E. Risk Assets

Capital Allocation & Scope for Growth
( % of Group Assets)

- China: 16%
- Other Asia*: 10%
- Singapore: 47%
- Australia: 20%
- Europe: 7%
  (Due to The Ascott Group)

* Includes Japan, HK, Malaysia, Thailand, India & Vietnam
Focus on Shareholder Value

1Q 2006 – Strong Profit

- Strong PATMI of S$130.6m in 1Q 2006, up 87% y-o-y
  - Higher portfolio gains and improved fee-based income
- Multi-local strategy drives sustainable overseas earnings
  - Overseas business contributed 71% of EBIT
  - Continued expansion in China, India, Thailand, Vietnam, Japan & Malaysia
- Growing financial services and fee-based products
  - AUM under CFL grew to S$8.5b, up S$2.2b y-o-y
  - Ascott successfully listed ART, 1st Pan-Asian serviced residence REIT
  - CMT & CCT proposed joint acquisition of Raffles City for S$2.1b
- Active capital management
  - Increased financial capacity: Lower D/E ratio to 0.52
  - Special dividend of 12¢ per share distributed
### 1Q 2006 Financial Results

<table>
<thead>
<tr>
<th>Category</th>
<th>1Q 2005 (S$ m)</th>
<th>1Q 2006 (S$ m)</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenue</td>
<td>658.7</td>
<td>736.3</td>
<td>10.5%</td>
</tr>
<tr>
<td>EBIT</td>
<td>225.1</td>
<td>171.2</td>
<td>-31.5%</td>
</tr>
<tr>
<td>PBT</td>
<td>155.0</td>
<td>107.0</td>
<td>-44.9%</td>
</tr>
<tr>
<td>PATMI</td>
<td>130.6</td>
<td>70.0*</td>
<td>86.5%</td>
</tr>
<tr>
<td>EPS (S cents)</td>
<td>4.7</td>
<td>2.8</td>
<td>67.9%</td>
</tr>
<tr>
<td>NTA / share (S$)</td>
<td>2.42</td>
<td>2.11</td>
<td>14.7%</td>
</tr>
</tbody>
</table>

* Included S$3.6m from discontinued operations. Otherwise PATMI would have risen 96.6% y-o-y

### Dividend & Return of Excess Cash

- **2003**: Ordinary 4¢, Special 0¢
- **2004**: Ordinary 5¢ (+25%), Special 1¢
- **2005**: Ordinary 6¢ (+20%), Special 12¢

- 12¢ special dividend
- 20% YoY increase in ordinary dividend

Growth in Ordinary Dividend & Earnings Commensurate
Shareholders’ Return

CL Share Price (S$)

21-Nov-00 (1st day of trading as CapitaLand) 30-Jun-06

2.4 4.5

108%

Market Cap (S$b)

21-Nov-00 30-Jun-06

6.8 12.5

91%

13.4 0.9

S$6.6 billion* Total Value Created

* Inclusive of CCT distributed less equity raised

Business Strategy on Track
Overseas Contributions – 1Q 2006

By Geographical Location

<table>
<thead>
<tr>
<th>Location</th>
<th>Total Assets</th>
<th>Revenue</th>
<th>EBIT</th>
</tr>
</thead>
<tbody>
<tr>
<td>Australia &amp; NZ</td>
<td>S$18.3 billion</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Singapore</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>China</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Europe</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Asia*</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

53% of Assets Overseas contributed 71% to Group EBIT

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

SBU Contributions – 1Q 2006

By Strategic Business Units

<table>
<thead>
<tr>
<th>Business Unit</th>
<th>Total Assets</th>
<th>Revenue</th>
<th>EBIT</th>
</tr>
</thead>
<tbody>
<tr>
<td>Residential</td>
<td>S$18.3 billion</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Retail</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Financial</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>CCID*</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Retail & Financial Services Gaining Momentum

* CCID – Commercial & Integrated Development
^ Includes Corporate & Other Assets
Expanding REIT and Funds Business

All funds in total have additional S$3.5b of investible capital (including leverage) as at Mar 06. (Figures exclude LINK REIT and ART AUM. The China Retail Incubator & Development Funds are also excluded but will add over S$1.6b to AUM, on consolidation for Q2 2006)

AUM Growth

$ billion

2002 2003 2004 2005 2007 (Target)

Eureka Office Fund China Residential Mezzo Capital I.P. Property Fund CMT CCT China Development Balance Investible CapitaRetail S’pore CapitaRetail Japan Arc-Capital Residences Japan Additional Funds Required

Improved Financial Capacity

Change

1Q 2005 1Q 2006

Net Debt (S$m) 5,285 4,778 Improved

Equity (S$m) 7,661 9,153 Improved

Net Debt / Equity * 0.69 0.52 Improved

% of Fixed Rate Debt 79% 65%* Satisfactory

* For every 0.10 increase in the Net Debt / Equity ratio, CapitaLand has the capacity to borrow an additional S$900+ mil

^ Absolute loan quantum has decreased
**Healthy Debt Coverage**

<table>
<thead>
<tr>
<th></th>
<th>1Q 2005</th>
<th>1Q 2006</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Finance Cost (S$m)</strong></td>
<td>64.2</td>
<td>70.0</td>
<td>Stable</td>
</tr>
<tr>
<td><strong>Interest Cover Ratio (ICR)</strong></td>
<td>4.28</td>
<td>5.36</td>
<td>Improved</td>
</tr>
<tr>
<td><strong>Interest Service Ratio (ISR)</strong></td>
<td>6.48</td>
<td>3.06</td>
<td>Lower</td>
</tr>
</tbody>
</table>

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

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

**Robust Balance Sheet**

![Graph showing Robust Balance Sheet](image)

Net Debt and Equity trends from 2000 to 1Q06.
Expanding Our Market Presence

Asia – Fastest Growing Region

GDP Growth of Major Economies (% yoy)

Asia (incl. Australia) growth 78% higher than rest of world (2.6% pt above)

Sources: EIU and CapitaLand Research (16 June 2006)
Windows of Opportunities

Expand China Footprint  
Quality, Innovation

Spearhead Growth in New Markets  
Japan, Thailand, India & Vietnam

Tap on S'pore’s Reflation  
Orchard Turn

Growing our Financial Services Arm  
CFL

Fundamentals of China Expansion

Focus
- Real Estate (RE) Value Chain:
  - RE Development
  - RE Investment
  - RE Financial Solutions
- 4 High Growth Regions
- Diversified Income Streams
- Multi-Sector Businesses
- Trading vs Investment Assets

Balance
- Management Centres in Key Locations
- Significant Expansion in Platform
- Strategic Partnerships
- Acquisitions
China Growth Platform

- Balanced & large scale expansion
  - High growth regions
  - Build multi-local presence
- Leverage multi-sector capabilities
  - Focus on Core competencies
- Multiple income streams
- Long-term full commitment

China Residential – Steady Sales

<table>
<thead>
<tr>
<th>Projects Launched (as at 25 June)</th>
<th>% of Launched Units Sold</th>
</tr>
</thead>
<tbody>
<tr>
<td>Oasis Riviera (Ph 3), Shanghai</td>
<td>55%</td>
</tr>
<tr>
<td>Parc Trésor, Shanghai</td>
<td>80%</td>
</tr>
<tr>
<td>Westwood Green, Shanghai</td>
<td>87%</td>
</tr>
<tr>
<td>Beijing Orchid Gardens, Beijing</td>
<td>15%</td>
</tr>
<tr>
<td>La Forêt, Zone B &amp; C4, Beijing</td>
<td>96%</td>
</tr>
<tr>
<td>Beau Monde, Guangzhou</td>
<td>92%</td>
</tr>
</tbody>
</table>
### Ningbo & Hangzhou – Region Expansion

<table>
<thead>
<tr>
<th>Ningbo</th>
<th>Hangzhou</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Prime area in Ningbo City Centre (Jiangbei District)</td>
<td>• Adjacent to historic Jinhang Grand Canal (Gongshu district)</td>
</tr>
<tr>
<td>• Unblocked view of Yuyao River</td>
<td>— 4km from CBD; 6km from West Lake</td>
</tr>
<tr>
<td>• Mixed Development</td>
<td>— Accessible with scenic waterfront views</td>
</tr>
<tr>
<td>— Residential, office &amp; retail</td>
<td></td>
</tr>
<tr>
<td>— Total GFA of 242,350 sqm</td>
<td>— Approved potential GFA: 129,084 sqm</td>
</tr>
<tr>
<td>— Expected completion in 2010</td>
<td>— Launch (Ph 1) in 2007; Completion in 2009</td>
</tr>
</tbody>
</table>

#### Ningbo Site, Artist Impression

#### Hangzhou Grand Canal

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### Raffles City Beijing

- Integrated development (Office, retail, residential & serviced residence)
  - 97,665 sqm above ground; 48,263 sqm below ground
- Located diagonally across busiest transportation hub in Beijing
  - Tapping on bustling area of Dongzhimen (东直门), 2nd Ring
  - Established commercial and residential area
**Xihuan Plaza Retail Mall**

- Integrated development at key transportation hub in western Beijing
  - 7-storey retail podium with 3 main office towers & 1 ancillary office block
  - 780,000 sq ft retail mall (phase 1): Operational in early 2007
  - 150,000 sq ft retail mall (phase 2): Completion by 2008

- Anchor tenant: Beijing Hualian
  - Keen tenancy demand expected

- Asset pipeline for China Retail REIT

**Capital Tower Beijing**

- Flagship office in Beijing
  - International Grade ‘A’ specifications
  - One of the largest floor plate: 3,200 sq m
  - GFA: 100,000 sq m
  - TOP June 2006

- Center of Beijing CBD
  - Along Changanjie: main commercial street
  - Close to renowned landmarks like the Forbidden City and China National Theatre
  - Proximity to government offices & ministries
  - Target tenants: Fortune 500 companies
Acquisition & Strategic Partnership for Scale

March 2006

Subscription of 20% Stake in Lai Fung Holdings
(Hong Kong-listed Property Devt. & Investment Co.)

- Possible access to about 1m sqm land bank under Lai Fung
  - Mainly in Shanghai & the Pearl River Delta
- CapitaLand to have strategic & active role in Lai Fung’s projects
  - By way of equity joint ventures or otherwise.

May 2006

Equal Joint Venture with Chengdu Zhixin (“Zhixin”)
(Leading developer in Sichuan Province)

- Sichuan Zhixin CapitaLand Co., Ltd (“JV Co.”) established in Chengdu
  - Equity injection of S$69m each
- JV Co. has 1st right of refusal to Zhixin’s future deal flows in Sichuan
  - 5 to 7 development projects in Chengdu already identified
  - 4.5m sqm potential GFA
  - ~ 25,000 homes from now till 2014

China & India Retail – Huge Growth Potential

Comparative Penetration of Organised Retail

Source: “The Great Indian Retail Story”, Ernst & Young.