Presentation to Media & Analysts

Macao Studio City
CapitaLand ILEC

16 January 2007

Mr Wong Heang Fine, Chief Executive Officer, CapitaLand ILEC
Agenda

• CapitaLand ILEC
  - Why integrated resorts?
  - What are integrated resorts?
  - How it synergies with CapitaLand’s existing core competence

• Macao Studio City
  - Macau overview
  - Cotai
  - Project details
CapitaLand ILEC

- CapitaLand Integrated Leisure, Entertainment and Conventions (ILEC)
- Formed in 2006 to pursue businesses with these components
- Asia’s phenomenal economic growth - Maslow’s Hierarchy of Needs
High Tourism Growth Rates

Top 10 Asia Pacific Destinations 2008 (Forecast)
Market Share of 41 countries

- China (PRC): 37.2%
- USA: 12.2%
- Hong Kong SAR: 7.4%
- Macau SAR: 6.8%
- Canada: 6.3%
- Malaysia: 5.3%
- Thailand: 3.8%
- Singapore: 2.8%
- Hawaii: 2.1%
- others: 16.1%

International Tourist Arrivals by Region (mil) 1996-2004

<table>
<thead>
<tr>
<th></th>
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<tbody>
<tr>
<td>World</td>
<td>599.6</td>
<td>687.3</td>
<td>690</td>
<td>763</td>
<td>3.1</td>
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<tr>
<td>Africa</td>
<td>21.9</td>
<td>27.4</td>
<td>30.8</td>
<td>33.2</td>
<td>3.3</td>
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<tr>
<td>Americas</td>
<td>116.9</td>
<td>128</td>
<td>113.1</td>
<td>125.8</td>
<td>0.5</td>
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<tr>
<td>Asia Pacific</td>
<td>93.4</td>
<td>115.3</td>
<td>119.3</td>
<td>152.5</td>
<td>6.3</td>
</tr>
<tr>
<td>Europe</td>
<td>353.3</td>
<td>392.7</td>
<td>396.6</td>
<td>416.4</td>
<td>2.1</td>
</tr>
<tr>
<td>Middle East</td>
<td>14.1</td>
<td>24</td>
<td>30</td>
<td>35.4</td>
<td>12.2</td>
</tr>
</tbody>
</table>

Source: PATA

Total Arrivals Asia Pacific 2004-2008

<table>
<thead>
<tr>
<th>Region</th>
<th>Average Annual Growth Rates</th>
</tr>
</thead>
<tbody>
<tr>
<td>Americas</td>
<td>8.44%</td>
</tr>
<tr>
<td>South Asia</td>
<td>11.23%</td>
</tr>
<tr>
<td>Southeast Asia</td>
<td>7.84%</td>
</tr>
<tr>
<td>Northeast Asia</td>
<td>8.38%</td>
</tr>
<tr>
<td>Oceania</td>
<td>6.13%</td>
</tr>
</tbody>
</table>
Asian Growth Markets

• Many countries seek to legalise casinos including:
  - Japan
  - Indo China (Vietnam, Thailand)
  - India

• Development opportunities in India, China and other Asian countries

Source: Merrill Lynch
CapitaLand ILEC – An example

The current site at Sentosa

The iconic Atlantis Sentosa designed by Frank Gehry
What are Integrated Resorts

- Integrated Concepts
  - A complementary range of: entertainment, dining, retail, leisure and hotels
  - Cater to the young and old, singles and families, active or easy going
  - Synergies: Multiplier effect
Building CapitaLand ILEC Business

Building up CapitaLand’s ILEC Business

Macao Studio City

Marina Bay IR

Sentosa IR

Maiden investment

Experience, Relationships, Intellectual Capital
CapitaLand ILEC Business
– Synergy with other Core Competencies

Leverage ILEC to explore comprehensive development
Macau Overview

Mr Cheng Shin How, Country Director, CapitaLand Hong Kong
Macau Studio City

Background
- Land owned by eSun Holdings since 2001
- CapitaLand approached to be co-investor
- Joint venture company is owner/developer and not operator of the respective components

Project Financials
- Estimated total project cost: US$2 billion (S$3.1 billion)
- CapitaLand:
  - Effective stake: 20%
  - Share of investment: S$ 440m (phase 1)
    S$ 324m (phase 2)
    S$ 764m (Total)

- Project IRR: 15.2%
Macau – Excellent Location

- 27.3 sq km (2.5% of Hong Kong, 4% of Singapore & 8% of Las Vegas)
- 60 km from Hong Kong (1-hour ferry)
- 145 km from the city of Guangzhou & close to Zhuhai
Macau – Huge Market

- Over 1 billion people within 3-hour flight
- Over 100 million people within 3-hour drive
- Macao received 18.7 million visitors in 2005
  - 56% or 10.5 million are from mainland China
- Mainland Chinese tourists to rise by 14% p.a.
- HK tourists to rise by 20% p.a.
- Potential tourists growth from Taiwan, Japan and Korea, as Macao is just 1/4 the travel time vs Las Vegas

Populations Under IVS Program
- Population Approved for Inclusion

(1) Population Under IVS Program
(2) Population Approved for Inclusion
## Macau – Positive Economic Indicators

<table>
<thead>
<tr>
<th>Economic Indicators</th>
<th>2002</th>
<th>2003</th>
<th>2004</th>
<th>2005</th>
<th>2006 Q2 yoy</th>
<th>Trend</th>
</tr>
</thead>
<tbody>
<tr>
<td>Real GDP Growth</td>
<td>10.1%</td>
<td>14.2%</td>
<td>28.3%</td>
<td>6.7%</td>
<td>16.3%</td>
<td>↑</td>
</tr>
<tr>
<td>Population ('000)</td>
<td>441.6</td>
<td>448.5</td>
<td>465.3</td>
<td>488.1</td>
<td>503.0</td>
<td>↑</td>
</tr>
<tr>
<td>Unemployment rate</td>
<td>6.3%</td>
<td>6.0%</td>
<td>4.8%</td>
<td>4.1%</td>
<td>3.8%</td>
<td>↓</td>
</tr>
<tr>
<td>Median earnings (MOP ‘000)</td>
<td>4.7</td>
<td>4.8</td>
<td>5.2</td>
<td>5.8</td>
<td>6.4</td>
<td>↑</td>
</tr>
<tr>
<td>Visitor arrivals (mil)</td>
<td>11.5</td>
<td>11.9</td>
<td>16.7</td>
<td>18.7</td>
<td>10.4</td>
<td>↑</td>
</tr>
<tr>
<td>Retail sales (MOP mil)</td>
<td>5,223</td>
<td>6,268</td>
<td>7,518</td>
<td>8,778</td>
<td>5,020</td>
<td>↑</td>
</tr>
<tr>
<td>Gaming revenue (MOP bil)</td>
<td>22.8</td>
<td>29.5</td>
<td>42.3</td>
<td>45.8</td>
<td>25.5</td>
<td>↑</td>
</tr>
</tbody>
</table>
- Casino revenue exceeded Las Vegas in 2006 (US$6.9 billion vs US$6.5 billion)
- Casino revenue projected to rise from US$6.9 billion in 2006 to US$12 billion by 2012
Major Developments in Macau Peninsula

- Lisboa & Grand Lisboa
- Wynn Resort
- MGM Grand
- Cotai
- Sands Macao
- Fisherman’s Wharf
- Galaxy Star World
- Macao Studio City
Cotai – The Las Vegas of the East

- Few minutes from Macau International Airport
- 250 acres of reclaimed area between Coloane and Taipa
- Few minutes from Zhuhai, China
- Few minutes from new ferry terminal
- Heart of next generation of integrated mega developments

Zhuhai, China

City of Dreams

Galaxy Mega Resort

The Venetian Macao

CapitaLand
Macao Studio City
Macao Studio City: “Where Cotai Begins”™

- Designed by visionary Las Vegas-based design expert Mr. Paul Steelman
- Approx site area of 1.5 mil sf (approx 2.5x approved plot ratio)
- Target GFA: 6 million sf (potentially 6.6 million), resulting in plot ratio of approx 4.5x

Key Points:
- Galaxy Mega Resort
- The Venetian Macao
- City of Dreams
- Lotus Bridge to Zhuhai (Hengqin Island)
- 18-hole Championship Golf Course
- Next to new Lotus Bridge Immigration checkpoint

Diagram: Map showing the location and connections of Macao Studio City with other landmarks and infrastructure.
Macao Studio City

- Land value: HKD900psf

- 6 million sq ft GFA:
  - Hotels: >2910 rooms
  - Serviced Apartments: >540 units
  - Retail: 1.4 m sf
  - Casino: 0.5 m sf
  - TV / film production facilities, Theatre & Arena / MICE centre: 0.6 m sf

- >400 gaming tables

- 2910 Hotel rooms (phase 1 & 2)
  - Marriott (phase 1)
  - Ritz Carlton (phase 1)
  - The Tang hotel – created by David Tang (phase 1)
### Phase 1 and Phase 2

#### GFA Allocation (Approx):

<table>
<thead>
<tr>
<th>Component</th>
<th>Phase 1 1Q 2009</th>
<th>Phase 2 1Q 2011</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Studio Retail™</td>
<td>1,000,000 sf</td>
<td>400,000 sf</td>
<td>1,400,000 sf</td>
</tr>
<tr>
<td>Las Vegas Style Casino</td>
<td>200,000 sf</td>
<td>300,000 sf</td>
<td>500,000 sf</td>
</tr>
<tr>
<td>Hotels</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>5-star Hotel Rooms</td>
<td>1,750,000 sf</td>
<td>1,125,000 sf</td>
<td>2,875,000 sf</td>
</tr>
<tr>
<td></td>
<td>300 units</td>
<td>200 units</td>
<td>500 units</td>
</tr>
<tr>
<td>4-star Hotel Rooms</td>
<td>1,450 units</td>
<td>850 units</td>
<td>2,300 units</td>
</tr>
<tr>
<td></td>
<td>110 units</td>
<td></td>
<td>110 units</td>
</tr>
<tr>
<td>Luxurious Boutique Hotel Rooms</td>
<td>Sub-total</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sub-total</td>
<td>1,860 units</td>
<td>1,050 units</td>
<td>2,910 units</td>
</tr>
<tr>
<td>Service Apartments</td>
<td>250,000 sf</td>
<td>375,000 sf</td>
<td>625,000 sf</td>
</tr>
<tr>
<td></td>
<td>220 units</td>
<td>320 units</td>
<td>540 units</td>
</tr>
<tr>
<td>Entertainment Components</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Theatre</td>
<td>400,000 sf</td>
<td>200,000 sf</td>
<td>600,000 sf</td>
</tr>
<tr>
<td></td>
<td>2,300 seats</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Arena / MICE Centre</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Up to 4,700 seats</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total – Current Proposed GFA</td>
<td>3,600,000 sf</td>
<td>2,400,000 sf</td>
<td>6,000,000 sf</td>
</tr>
</tbody>
</table>

**Target Open:**
- 1Q 2009
- 1Q 2011

**Studio Retail™**
- 1,000,000 sf
- 400,000 sf
- 1,400,000 sf

**Las Vegas Style Casino**
- 200,000 sf
- 300,000 sf
- 500,000 sf

**Hotels**
- 5-star Hotel Rooms: 1,750,000 sf (300 units), 1,125,000 sf (200 units), 2,875,000 sf (500 units)
- 4-star Hotel Rooms: 1,450,000 sf (110 units), 850,000 sf (-), 2,300,000 sf (110 units)

**Service Apartments**
- 250,000 sf (220 units), 375,000 sf (320 units), 625,000 sf (540 units)

**Entertainment Components**
- Theatre: 400,000 sf (2,300 seats)
- Arena / MICE Centre: 200,000 sf (Up to 4,700 seats)

**Total – Current Proposed GFA**
- 3,600,000 sf
- 2,400,000 sf
- 6,000,000 sf
World Class Integrated Resort

- State-of-the-art TV & Film Studio
- 2,300 seat Theatre
- up to 4,700-person capacity Arena/ MICE Center

- Las Vegas Style Casino with 400 gaming tables
- 2,300 seat Theatre
- up to 4,700-person capacity Arena/ MICE Center

- Studio Retail™

- World’s Most Recognised Hotel Brands/Service Apts

- Partnership with
  - Taubman

- Partnership with
  - New Cotai Entertainment

- The Ritz-Carlton
- The Tang Hotel
- 6 mil sf
- 2009: Phase 1
- 2012: Phase 2
- 3.5 mil sf
- 0.6 mil sf
- 1.4 mil sf
- 0.5 mil sf

- Partnership with
  - Melco PBL Entertainment
Strategic Partnerships

Shareholders

- Silver Point Capital, L.P
- Oaktree Capital Management, LLC
- David Friedman

- New Cotai, LLC
  - 40%
- East Asia Satellite Television (Holdings) Limited
  - 60%

CapitaLand holds effectively 20% interest in Macau Studio City

Component Partners

- Las Vegas Style Gaming
- Studio Retail™
- Hotels & Service Apartments
- Entertainment

New Cotai Entertainment

The Tang Hotel

HK$658 mil (S$132 mil) to HK$1,188 bil (S$240 mil)
Profile of Other Shareholders

eSun Holdings Limited

• Decades of experience and in-depth knowledge of Asia’s entertainment
• Ability to secure celebrities and artistes
• Ability to create and position the project as the entertainment hub of Macau

New Cotai, LLC

• Owned by a consortium of partners including:
  • Silver Point Capital L.P., a global private investment firm with approximately US$7 billion under management;
  • Mr. David Friedman, a former senior executive of Las Vegas Sands Inc. with over 20 years of experience in international resort and gaming development; and
  • Funds managed by Oaktree Capital Management, LLC, a global independent investment management firm with over US$33 billion under management.
Partnerships

- Las Vegas Style Gaming
- Studio Retail™
- Hotels & Service Apartments
- Entertainment

**New Cotai Entertainment**

**Casino lease arrangement**
Base rental of US$125 psf for a min of 0.2 mil sf
Up to US$62.5 mil (if 0.5 mil sf)
Annual rent referable to EBITDA (before concession payments) from gaming operations

**Retail co-development & management**
Retail management services for an initial term of 15 years

**Marriott International to manage both a Marriott hotel and a Ritz Carlton hotel**
6-star boutique hotel “The Tang Hotel” to be created by Mr David Tang, founder of the China Clubs and Shanghai Tang

**Leading Chinese-language live entertainment & programming**
THANK YOU