MISSION
To plan, promote and develop a dynamic industrial landscape, in support of Singapore’s economic advancement.

VISION
A dynamic industrial landscape; The choice investment location

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Shaping Singapore’s industrial landscape and transforming it into the choice investment location for businesses demands a global viewpoint. It’s about seeing the big picture, going beyond boundaries and being forward-looking. In short, it’s about being an **Industrial Infrastructure Innovator (I³)**. But true innovation isn’t just about developing future-ready ideas. It’s about having the foresight and fortitude to implement them at the right place, and at the right time. At JTC, we know that this results in the solutions of tomorrow, and in unique synergies that truly make Singapore more than the sum of its parts.
The year 2011 was a challenging one for the global economy.

Europe is grappling with the sovereign debt crisis in several Eurozone countries. The recovery of the US economy remains weak, and major Asian economies are also likely to see slower growth as demand from major western economies weakens.

Singapore achieved a modest growth – its economy grew by 4.9 per cent in 2011, and is expected to grow by 1.5 to 2.5 per cent in 2012. One key factor that helped the nation’s economic growth was the manufacturing sector, which recorded a 7.6-per cent rise. JTC – as the nation’s industrial infrastructure developer – played a significant role in attracting investments to Singapore.

The JTC Group performed well against a weaker local and global economic backdrop and we achieved a total surplus of $1,778 million, an increase from $918 million in FY2010. This was achieved on the back of higher operating revenue and higher gains from disposal of properties. Our divestment of 21 blocks of flatted factories and amenity centres, totalling more than 300,000 square metres to Mapletree Industrial Trust and Soilbuild Group Holdings Ltd in July 2011, resulted in a total sale proceeds of $688 million and a surplus of $493 million before consolidated fund.

**ATTRACTING HIGH-VALUE MANUFACTURING ACTIVITIES**

Singapore’s manufacturing sector contributed to 21 per cent of the nation’s Gross Domestic Product in 2011 and remained a key engine of growth for the country’s economy.

This underscores the importance for Singapore to continue attracting high-value manufacturing activities and JTC’s critical role in making Singapore a choice investment location. These activities generate good jobs for our people and also help to restructure our economy towards higher productivity.
Productivity will be a central pillar in Singapore’s economic restructuring strategy. The Economic Strategies Committee (ESC) aims to increase productivity by two to three per cent annually over the next decade. In line with the ESC’s target, JTC will continue to focus on developing and promoting key industries in Singapore, and create innovative infrastructural solutions to meet the needs of specific industry clusters.

With our deeper understanding of industry clusters, JTC has been able to identify and develop specialised infrastructure solutions for various industry clusters such as the medical technology, offshore and marine, digital media and clean technology clusters. In FY2012, JTC saw progress with a number of developments aimed at supporting these industries. Among these were the MedTech Hub, Offshore Marine Centre, the CleanTech Park, Mediapolis and Fusionopolis.

These developments will not only bring the economic benefits of clustering and create unique ecosystems but also help optimize the use of our limited land resource.

**SUPPORTING A DIVERSE CORPORATE ECOSYSTEM FOR MNCS AND SMES**

Singapore’s well-developed infrastructure, strong connectivity and business-friendly environment have positioned the country well to serve as a base for both multi-national corporations (MNCs) and small and medium-sized enterprises (SMEs) to expand their Asian reach and ride on Asia’s growth.

JTC has always aimed to create a dynamic ecosystem and diverse corporate landscape within our industrial developments, and our facilities enable multiplier effects through partnerships and networks between the different companies.

As an Industrial Infrastructure Innovator, JTC has been building specialised facilities to support the growth of companies, including the local SMEs. The Business Aviation Complex (BAC) and the Component Manufacturing and MRO Facility (CMMF) at the Seletar Aerospace Park (SAP) are two examples. The BAC has already seen over 80 per cent of its space taken up mostly by our local SMEs supporting the aerospace industry.
Other specialised developments designed to support our SMEs include MedTech1 at the MedTech Hub, which will cluster medical technology companies, suppliers and service providers under one roof. The Small Footprint (SFP) standard factories at Jalan Buroh are also designed for the optimal use of production space for SMEs.

In addition, JTC has commenced the construction of a Surface Engineering Hub at a 1.88-hectare site at Tanjong Kling to cluster companies across the value chain of the surface finishing industry, which is dominated by SMEs. The multi-tenanted facility will have shared facilities such as a centralised wastewater treatment plant which will help reduce space requirements and capital investments by the tenants.

**CREATING SUSTAINABLE DEVELOPMENTS**

As a responsible member of the global community, JTC continued to play its part by cutting down carbon emissions and building sustainable developments. We see it as our responsibility to maintain sustainable environmental practices in our operations as well as to ingrain a “green” culture in our staff. The challenge is to do it in a practical and cost-effective manner that meets the needs of our customers.

Jurong Island Version 2.0, for example, is a multi-agency initiative that aims to enhance the competitiveness and sustainability of Jurong Island as a leading chemicals hub. The initiative focuses on system-level optimisation and innovative infrastructural development in five core areas – energy, logistics and transport, feedstock, environment and water. Since its launch in April 2010, numerous feasibility studies have been rolled out, as a result of close collaboration and consultation with the industry.

Most of the feasibility and technical studies have been completed. The next step for some of the energy, environment and water projects will be to work with industry players and government agencies to implement the recommendations of the studies, as well as to review the current policies and frameworks. For some of the feedstock and logistics and transport projects, Request for Proposals will be launched to garner the best implementation plans.

Reflecting our efforts to maximise sustainability, a number of BCA Green Mark Awards have been achieved by our developments. CleanTech One at the CleanTech Park earned a Green Mark Platinum for Non-Residential New Buildings, while the CleanTech Park’s Green Core received the BCA-NParks Green Mark Platinum award. Mediapolis also achieved the District Level Green Mark Award (GoldPlus status).
In addition, JTC received the Sustainable Business Award under the Enterprise Green Adopter category at the Singapore Sustainability Awards 2011, organised by the Singapore Business Federation, which recognises the innovative, sustainable and green initiatives developed by organisations.

OUR ORGANISATIONAL EXCELLENCE JOURNEY
As part of our efforts to achieve business excellence, we have carried out a review to refine JTC’s Feedback Management Process. The process was streamlined to ensure the timeliness of feedback closure, so as to enhance JTC’s service quality and responsiveness.

In addition, a new Customer Service Portal (CSP) was launched on our revamped corporate website. The CSP was designed to shorten business turnaround time for lease-related transactions, as well as searches for JTC’s facilities. We also introduced the JTC mobile application, enabling iPhone users to receive the latest alerts and information about JTC’s land prices, rental rates and the locations of its industrial property launches.

In our journey to be a leading Industrial Infrastructure Innovator, we must continue to maintain our progressive outlook, keeping our position at the forefront of our field and developing better industrial real estate solutions.

I wish to thank the JTC Board for its guidance and support in our journey. JTC would not be where it is today without the Board’s vision and insight.

In December 2011, two Board Members – Mr Jen Kwong Hwa and Dr Ernest Kan – stepped down. We would like to thank them for their invaluable contributions. At the same time, we welcome two new members to the Board – Prof Heng Chye Kiang and Mr Yeoh Oon Jin.

Finally, I wish to express my appreciation for our customers, business associates, as well as my JTC colleagues, for their contributions to JTC. Let us continue this journey to create a dynamic industrial landscape and make Singapore the choice investment location.

Cedric Foo
Chairman, JTC Corporation
Singapore’s economy grew steadily in 2011, progressing by 4.9 per cent.

Spurring the nation’s growth was the manufacturing sector, which grew by 7.6 per cent. This was reflected in the take-up of JTC’s industrial facilities, which remained strong.

Net allocation for prepared industrial land went up from 114.9 hectares in FY2010 to 183.1 hectares in FY2011, showing a 59-per cent increase. The robust performance was the result of the particularly strong land take-up in Jurong Island by companies in the petrochemical, energy and chemical logistics industries.

The take-up for ready-built facilities declined slightly, but their occupancy rate remained healthy at 95.9 per cent. Gross allocation, however, declined by 30 per cent to 63,200 square metres.

ATTRACTION GLOBAL BUSINESSES

JTC’s healthy performance demonstrates our ability to create and deliver the right type of industrial solutions that meet the needs of our industrialists. It is also indicative of investors’ confidence in Singapore’s economic outlook.

Despite the challenging global economic environment, Singapore attracted a record $13.7 billion of investments in 2011 from both foreign and local companies. Some of the major investments included significant projects in Jurong Island, such as those by GMR Energy (Singapore) Pte Ltd, Chang Chun Dairen Singapore Pte Ltd (CCD), Zeon Chemicals Singapore (Zeon) and Asahi Kasei.

GMR Energy (Singapore) Pte Ltd will be investing $800 million to build a power plant with commercial steam supply capabilities. CCD invested $350 million to set up three manufacturing plants for the production of VAM, Ally Alcohol and Cumene, while Zeon will be constructing a $240-million Solution Styrene-Butadiene Rubber (S-SBR) plant. As for Asahi Kasei, it leased a 8.38-hectare site to build its S-SBR plant, its first overseas plant outside of Japan.
Halliburton, a global leader in oilfield services, is planning to invest some $400 million at its new 17.5-hectare site at Tuas View to build its manufacturing plant and testing facility for offshore equipment.

In addition, Google Asia Pacific Pte Ltd is constructing a $160-million data centre on 2.45 hectares of land at Wenya. Scheduled for completion by 2013, the three-storey data centre will host Google’s full product line for South East Asia. SH Cogent Logistics Pte Ltd (SHCL), a home-grown company, will be building Cogent1.Logistics Hub on a six-hectare site at Tanjong Kling. This hybrid Integrated Container Depot (ICD) yard co-located on top of a six-storey, ramped-up warehouse, is a first of its kind development that enables significant land savings.

Hoya Electronics, one of the world’s leading suppliers of photomask blanks, will be establishing a new manufacturing facility at a 1.1-hectare site at the Tampines Wafer Fab Park. The new facility will produce the latest leading-edge photomask blanks.

**EFFECTIVE IMPLEMENTATION, CONSTANT INNOVATION**

In FY2011, JTC continued to push ahead with several industrial infrastructure developments and we successfully completed a number of the projects.

The Seletar Aerospace Park (SAP) is quickly taking shape and bustling with activity. During the year, several companies officially opened their facilities at SAP including Rolls-Royce, Hawker Pacific, Fokker Services Asia and MAJ Aviation. With the completion of Phases 1 and 2 of the project, the aerospace park has new ready-built facilities comprising the Business Aviation Complex (BAC) and the Component Manufacturing and MRO facility (CMMF) in addition to other new infrastructural works such as a 1.9-km arterial road and a 66kV substation.

There was also good progress in the development of CleanTech One (CTO) at the CleanTech Park. Slated for completion by May 2012, the facility will boast many green features, such as bio-retention ponds, and a 1MW hydrogen fuel cell plant and solar panels to harness renewable energy.
In addition, JTC, NTU and Royal Philips Electronics (Philips) are collaborating to improve and upgrade a newly developed LED smart grid lighting system which had been tested to save up to 45 per cent of energy, when compared to conventional fluorescent lighting. The smart grid prototype will be further test-bedded at CTO at CleanTech Park. It will be Singapore’s largest lighting test-bed of its kind.

Over at one-north, Lucasfilm is building its new “Sandcrawler” building at Fusionopolis. The eight-storey building will house a 100-seat theatre and production facilities and is due for completion in the first half 2013. At Mediapolis, Singapore’s leading media company, MediaCorp, held its ground-breaking ceremony for its new state-of-the-art broadcast centre in November 2011. The development is expected to be completed by 2015. At Nepal Hill, Singapore’s hub for leadership and talent development, Unilever is investing $34 million to develop its global leadership development centre known as Unilever Four Acres Singapore.

The Offshore Marine Centre in Tuas View will begin operations in June 2012. The development has received strong interest and two companies – Cameron and Rotating Offshore Solutions (ROS) – have already begun constructing their facilities at the site. Our newly designed Small Footprint (SFP) standard factories at Jalan Buroh also saw steady progress, with the first mock-up unit completed in March 2012. In addition, the refurbishment at Gillman Barracks is scheduled for completion in phases from June 2012. Set to become Asia’s contemporary art hub, the former military barracks will be a centre for the production, trading and distribution of contemporary art.

At JTC, we know that implementing future-ready industrial solutions for our customers requires constant innovation. Indeed, it is only with innovation that we can evolve into a better and more effective organisation. For this reason, we have partnered the Nanyang Technological University (NTU) and the National University of Singapore (NUS) to set up two Industrial Infrastructure Innovation (I³) centres. Both the NUS-JTC I³ Centre and the NTU-JTC I³ Centre will focus on developing unique, efficient and sustainable solutions for Singapore’s industrial infrastructure.

To further expand our innovation capacity, JTC launched several initiatives and programmes that reach out to the wider community. We launched a “Request for Proposal” to invite the public and private sectors to propose ideas on two key themes: intensifying land use and reducing construction time. Two research projects which aim to intensify
land use for the aerospace industry and to speed up construction of roads were supported for funding.

The I³ Challenge – another JTC initiative aimed at enhancing our infrastructure innovation capabilities – was organized to encourage and inspire our young citizens to come up with ideas for the future industrial landscape for Singapore.

OUR PEOPLE, OUR FUTURE
JTC’s achievements would not be possible without the dedication of each and every member of the JTC family. That is why we always strive to understand our staff better, so that we can make JTC a better workplace.

We have identified specific areas that our staff value most and translated this into JTC’s Employee Value Proposition (EVP), a statement that summarises the total work experience we aim to offer at JTC. Titled “GROW” – Growth and Learning Opportunities, Rewarding Career, One JTC Spirit and Work-life Harmony – the EVP will serve as a guide when we review our programmes, policies and processes.

Our customers are key for us and to ensure that JTC continues to deliver high standards of service and rise beyond its customers’ expectations, we also launched a suite of “DARE to Serve” training programmes. “DARE” captures the essence of our service values, which are Dependable, Assuring, Responsive and Empathetic.

The programmes seek to reinforce the service mindset, equipping staff with the necessary skills to deliver excellent customer service.

Through our focus on innovation, customer intimacy and the can-do spirit of our people, I am confident that JTC will continue to develop unique infrastructure solutions that will differentiate Singapore as an investment location. I would like to thank all our customers and partners for their support and look forward to another year of outstanding achievements and exceptional milestones.

Manohar Khiatani
Chief Executive Officer, JTC Corporation
**BOARD MEMBERS**

Mr Cedric Foo  
*Chairman*  
JTC Corporation  
*Group Deputy President and Chief Financial Officer*  
Neptune Orient Lines Ltd

Mr Manohar Khiatani  
*Chief Executive Officer*  
JTC Corporation

Ms Chen Soon Bin  
*Managing Director*  
Government of Singapore Investment Corporation Pte Ltd

Prof Heng Chye Kiang  
*Dean, School of Design and Environment*  
National University of Singapore

Mr Augustin Lee  
*Deputy Secretary*  
Ministry of Manpower

Lt-General Neo Kian Hong  
*Chief of Defence Force*  
Ministry of Defence

Mrs Ong Choon Fah  
*Chief Operating Officer, Executive Director, & Head, Consulting & Research, South East Asia*  
DTZ Debenham Tie Leung (SEA) Pte Ltd

Mr Ong Ye Kung  
*Deputy Secretary-General*  
National Trades Union Congress

Mr Tan Chee Meng  
*Deputy Managing Partner*  
WongPartnership LLP

Mr Danny Teoh

Mr Yeoh Oon Jin  
*Partner & Head of Assurance*  
PricewaterhouseCoopers LLP

**JTC SUBSIDIARY COMPANIES’ SENIOR MANAGEMENT**

Ms Chong Siak Ching  
*President & Chief Executive Officer*  
Ascendas Pte Ltd

Mr Matthew Chan  
*Chief Executive Officer*  
Jurong Port Pte Ltd

Er Tang Tat Kwong  
*Group President & Chief Executive Officer*  
JURONG International Holdings Pte Ltd
Ms Linda Sein, Director of Corporate Planning Division, who was on secondment from Economic Development Board, returned to EDB after her secondment ended on 31 March 2012. JTC would like to thank Ms Sein for her valuable contributions to the organization.
The JTC Board comprises 11 members, with Mr Cedric Foo as the Chairman. The members include representatives from leading public and private companies, as well as senior academic, government and union officials.

Members provide advice to JTC Management to steer the Corporation towards fulfilling its vision. They meet with external auditors – without the presence of JTC Management – at least once annually. They also provide guidance and oversight to ensure that JTC functions effectively.

The Board met six times in FY 2011 to review strategies and major policies, and approve financial statements, annual budgets and key projects.

In January 2012, Mr Jen Kwong Hwa and Dr Ernest Kan retired from the Board. Prof Heng Chye Kiang and Mr Yeoh Oon Jin were appointed.

The Board has established four committees to assist it in carrying out its duties: Audit Committee, Staff Committee, Divestment Committee and Finance & Investment Committee. In January 2012, a new committee, called the Land Purchase Committee, was established. The appointment of members to the Board committees is made annually, with the term of appointment from 1 January to 31 December each year.

### AUDIT COMMITTEE

<table>
<thead>
<tr>
<th>From Apr to Dec 2011</th>
<th>From Jan to Mar 2012</th>
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<tbody>
<tr>
<td>Chairperson:</td>
<td>Dr Ernest Kan</td>
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<tr>
<td>Deputy Chairperson:</td>
<td>Mr Danny Teoh</td>
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<tr>
<td>Members:</td>
<td>Mr Ong Ye Kung</td>
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<td>Mr Tan Chee Meng</td>
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**Terms of Reference**

1. To review the annual accounts of JTC before its submission to the Board for approval.
2. To review the Corporation’s risk and crisis management practices and policies.
3. To review and approve the internal audit function and plan.
4. To review and approve the annual audit plan with external auditors.
5. To review the external auditors’ evaluation of internal controls.
6. To review the results of the internal audit and guide the Management on the actions to be taken.
7. To review the internal and the external auditors’ reports for submission to the Board.
8. To recommend external auditors (unless the external auditor is the Auditor General) for approval by the Board and appointment by the Minister.
9. To meet with external auditors to have open exchanges, without the presence of the Management, at least annually.
10. To review the independence of the external auditors annually.
11. To consider any matter which the Committee believes should be brought to the attention of the Board.

The Audit Committee met four times in FY2011.
BOARD’S STAFF COMMITTEE

<table>
<thead>
<tr>
<th>Terms of Reference</th>
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<tbody>
<tr>
<td>1. To consider issues on the development and management of key talents in JTC, including issues related to leadership renewal and retention, to ensure that JTC remains a high-performance outfit in years to come.</td>
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<tr>
<td>2. On HR administration:</td>
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<tr>
<td>a. To approve the Professional Officers Scheme of Service.</td>
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<tr>
<td>b. To approve the appointment of Heads of Group and above other than the Chief Executive Officer and direct reports (senior officers) to the Chief Executive Officer.</td>
</tr>
<tr>
<td>c. To approve the promotions of senior officers into Grade 3 and above other than the Chief Executive Officer.</td>
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<tr>
<td>3. To review and approve recommendations on disciplinary matters affecting senior officers on Grade 3 and above.</td>
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<tr>
<td>4. To consider and approve any staff matters related to senior officers which may be referred to the Committee from time to time.</td>
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The Board’s Staff Committee met three times in FY2011.

DIVESTMENT COMMITTEE

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<tr>
<th>Terms of Reference</th>
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</thead>
<tbody>
<tr>
<td>1. To advise and assist the Board in overseeing and setting directions and policies in relation to divestment.</td>
</tr>
<tr>
<td>2. To evaluate and approve or make a recommendation to the Board on any commercial, policy, operational or other matter relating to, arising from or ancillary to divestment.</td>
</tr>
<tr>
<td>3. To advise the Management on any commercial, policy, operational or other matter relating to, arising from or ancillary to divestment.</td>
</tr>
</tbody>
</table>

The Divestment Committee met once in FY2011.
FINANCE & INVESTMENT COMMITTEE

<table>
<thead>
<tr>
<th>From Apr to Dec 2011</th>
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</tr>
</thead>
<tbody>
<tr>
<td>Chairperson:</td>
<td>Ms Chen Soo Bin</td>
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<td>Deputy Chairperson:</td>
<td>LG Neo Kian Hong</td>
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<tr>
<td>Members:</td>
<td>Mr Augustin Lee</td>
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<tr>
<td></td>
<td>Mr Manohar Khiatiani</td>
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Terms of Reference
1. To provide oversight and direction for the Corporation’s investment of surplus funds through:
   a. formulation and review of investment objectives, policies and guidelines for the Board’s approval;
   b. evaluation of investment proposals for the Board’s approval; and
   c. monitoring of investment performance.
2. To supervise the funding activities of the Corporation and its subsidiaries through:
   a. evaluation of funding proposals by the Corporation and its subsidiaries for the Board’s approval; and
   b. reviewing of subsidiaries’ funding requirements and debt-equity structure.
3. To review changes to the financial regulations and authorities as provided for in the JTC Financial Manual and Corporate Governance Handbook for the Board’s approval.
4. Any other responsibilities as decided by the Board.

The Finance & Investment Committee met three times in FY2011.

LAND PURCHASE COMMITTEE

Chairperson: Mrs Ong Choon Fah
Members: Mr Tan Keng Chiam
         Prof Ong Seow Eng
         Mr Manohar Khiatiani

Terms of Reference
1. To provide expert assessment on the industrial property market.
2. To provide oversight and direction on the Corporation’s land purchase from the State through:
   a. formulation and review of strategies, policies, and guidelines for acquisition of land; and
   b. evaluation of proposals on the timing and quantum of land purchase.
3. Any other responsibilities as decided by the Board.

The Land Purchase Committee held its inaugural meeting on 13 April 2012.
FY2011 was an action-packed year for JTC, as we pressed ahead with several developments and service initiatives aimed at supporting our customers’ businesses. We were also honoured to receive a number of awards for our efforts.

APRIL 2011
• Construction begins on 18 Small Footprint (SFP) standard factory units at Buroh Street, which will be ready by the second half of 2012.
• JTC awards prizes to the winning teams from Raffles Institution, Anglo-Chinese Junior College and Dunman High School at the inaugural Industrial Infrastructure Innovator (I3) Challenge for their designs of Singapore’s industrial landscape of the future.

MAY 2011
• JTC clinches the BCA-NParks Green Mark Platinum award for CleanTech Park’s Green Core, the Green Mark District Award (GoldPlus status) for Mediapolis and a Platinum for Non-Residential New Buildings for CleanTech One.
• Phase 5 of Biopolis is awarded to Ascendas Venture Pte Ltd. Phase 5 will provide a gross floor area of 46,000 square metres including a 1,000-square metre “Shell-plus” laboratory for biomedical research.

JUNE 2011
• JTC awards Phase 3 of Fusionopolis to Ascendas Real Estate Investment Trust. The 6,253-square metre site will have a lease of 60 years.

JULY 2011
• JTC receives the Sustainable Business Award under the Enterprise Green Adopter category at the Singapore Sustainability Awards 2011, recognising its innovative, sustainable and green initiatives.
• JTC divests two tranches of properties with a total area of over 300,000 square metres to Mapletree Industrial Trust and Soilbuild Group Holdings Ltd.
• Unilever launches Unilever Four Acres Singapore – its first corporate university in Asia – at JTC’s LINK@Nepal Hill, modelled after the organisation’s iconic leadership centre in London.

AUGUST 2011
• JTC and the Nanyang Technological University (NTU) set up the NTU-JTC Industrial Infrastructure Innovation (NTU-JTC I3) Centre, which will enhance Singapore’s spectrum of R&D capabilities.
• JTC launches new Customer Service Portal (CSP) to provide faster online turnaround time for customers’ lease-related transactions and JTC property searches, etc.

SEPTEMBER 2011
• JTC awards the contract to operate and manage the Offshore Marine Centre (OMC) for three years to Jurong Port. Companies within OMC can share waterfront and berthing facilities.

NOVEMBER 2011
• The Business Aviation Complex (BAC) at the Seletar Aerospace Park is officially opened by Mr S Iswaran, 2nd Minister for Trade & Industry.
• Some 250 customers and partners attend JTC Networking Night – an evening of bonding, feasting and lively performances.
• JTC launches its revamped corporate website with an improved customer interface and a complementing iPhone application, enhancing its engagement channels with customers.

• JTC collaborates with the Nanyang Technological University (NTU) and Royal Philips Electronics to improve and upgrade a newly developed LED smart grid lighting system.

• JTC and the National University of Singapore (NUS) establish the NUS-JTC Industrial Infrastructure Innovation (NUS-JTC I³) Centre to develop innovative and sustainable industrial infrastructural solutions.

• JTC garners the Best PS21 Project for its Cluster Industrial Complex with Megahoist at the 2011 PS21 ExCEL Convention. Two staff also receive Outstanding Activist awards and another is honoured with Best Ideator award.

DECEMBER 2011
• Two projects receive funding of more than $1.38 million from JTC Innovation Fund to carry out research into ways to intensify land use in the aerospace industry and to speed up the construction of roads.

JANUARY 2012
• JTC launches Gillman Barracks – an iconic international destination for contemporary art. JTC has refurbished the old military barracks, which will be leased out to art galleries.

• The Offshore Marine Centre receives its first lessee, Cameron – one of the world’s leading oil and gas equipment makers – which will set up a $60-million service centre.

FEBRUARY 2012
• President Tony Tan Keng Yam and his Council of Presidential Advisers visit the JTC Summit for a briefing by JTC’s management.

• JTC receives the Best CSR (Corporate Social Responsibility) Practices Award at the Singapore HRM Awards 2012, recognising its efforts in environmental sustainability and community engagement.

• JTC secures its first tenant at the Component Manufacturing and MRO Facility at Seletar Aerospace Park. Meggitt Aerospace Asia Pacific leases a unit in the facility for its aftermarket support for its range of products.
At JTC, the two pillars of our Corporate Social Responsibility (CSR) initiatives are Community Engagement and Environmental Sustainability. Our business operations have direct and indirect impact on the community and the environment in which we operate. Hence, as a good global citizen, we strive to play a constructive role in promoting community cohesion and preserving the environment.

To raise CSR awareness, we have embedded environmental practices into our workplace and business processes, and promoted a culture of community service within the organisation that extends beyond corporate philanthropy and into direct community engagement.

**COMMUNITY ENGAGEMENT**
Guided by our charity theme “Cherishing the Silver Generation, Inspiring the Future Leaders”, we have been supporting our three adopted organisations – Asian Women’s Welfare Association (AWWA) Community Home for Senior Citizens, Movement for the Intellectually Disabled of Singapore (MINDS) Fernvale Gardens School and Adopt-A-Rental-Block Scheme at Clementi Division.

We have fostered positive relationships by organising various activities to appropriately address the local needs of our community. For FY2011, more staff engaged in volunteer activities. To foster a culture of volunteerism among our people, more fund-raising events like charity walks, lunchtime sales and carnivals were organised, and our staff participated enthusiastically to reach out to the less fortunate.

**ENVIRONMENTAL SUSTAINABILITY**
To create a sustainable society for future generations, we seek to combine ongoing innovations in environmental technology with environmentally sound business practices.

To promote greater environmental awareness, we organised talks and movie screenings to promote the green message. Experts from the Singapore Environment Council were also invited to share their knowledge on reducing our carbon footprint with staff.

Within JTC, we initiated several community projects such as Green IT Projects, Green Office and Green Practices to nurture a sense of respect and concern among our staff for the environment.

As a result of our efforts, JTC was awarded the Eco-Office Label 2011-2013 from the Singapore Environment Council. This certification recognises that JTC has effective environmental policies and that our people actively engage in the organization’s environmental programmes and practices. We also received the Sustainable Business Award under the Enterprise Green Adopter category at the Singapore Sustainability Awards 2011, which recognised our innovative, sustainable and green initiatives.

Many of our industrial developments are also designed to meet Building & Construction Authority’s (BCA) Green Mark awards.

**AWARDS AND ACCOLADES**
- Best CSR (Corporate Social Responsibility) Practices Award 2012, Singapore HRM Awards
- Sustainable Business Award, Enterprise Green Adopter category, 2011
- President’s Social Service Award, 2010
- Community Chest Award (Bronze)
- BCA Green Mark Platinum Award - CleanTech One, 2011
- BCA-NParks Green Mark Platinum Award - CleanTech Park’s Green Core, 2011
- BCA District Level Green Mark Award (GoldPlus) - Mediapolis, 2011
- Eco-Office Label 2011-2013 by Singapore Environment Council
At JTC, we believe in dreams. We know that imagination is the key to unlocking the industrial solutions of the future. This is why we constantly strive to think out of the box, and engage our customers and partners to develop new and better ideas that evolve into the realities of the future. That’s how we achieve our goal of being an Industrial Infrastructure Innovator.
As an industrial infrastructure innovator, JTC has been breaking boundaries and transforming the nation’s industrial landscape. That’s why Singapore has become the choice investment location for many global and local companies.

Our innovative approach has led us to craft new and cutting-edge solutions, enabling us to cluster industries, optimise land use and maximise sustainability.

By planning and developing JTC’s various industrial parks according to the specific requirements of different industrial sectors, we create effective and efficient synergies that add value to our customers’ operations. This gives our investors an undeniable edge in the global marketplace.

Optimising industrial land is another key area of priority for JTC. With the scarcity of land, innovation is key to increasing land productivity. We are already tunnelling deep into the earth to carve out subterranean space for underground oil storage; our next aim is to tap the possibilities of floating structures at sea for industrial use.

In our journey to become the focal point of tomorrow’s global industries, sustainability is vital as well. Our industrial developments are geared towards environmental sustainability – the driving force for JTC’s award-winning green initiatives. Our industrial spaces are also designed to enable more streamlined and synergistic production processes, resulting in sustainable industries in the long run.

**JURONG ISLAND**

As Singapore’s chemicals hub, Jurong Island is a flourishing community of some 100 companies, including leading petroleum, petrochemical and specialty chemical companies.

Jurong Island attracted strong interest and several new allocations in FY2011.

In April 2011, 10.9 hectares of land at Seraya was allocated to GMR Energy (Singapore) Pte Ltd to develop a $800-million power plant with commercial steam supply capabilities. Capable of producing between 200 and 300 tons of steam a day, the plant will be more environmentally friendly than fuel oil-fired steam turbine plants.

A 12-hectare site was taken up by Chang Chun Dairen Singapore Pte Ltd (CCD) in June 2011 – a joint venture between the Taiwan Chang Chun Group (CCG) and Dairen Chemical Co. Ltd (DCC). Construction has already begun, and the project is slated for completion in early 2013. The $350-million project involves setting up three manufacturing plants for the production
of VAM, Ally Alcohol and Cumene, and will take significant amounts of ethylene (C2) and propylene (C3) from Shell’s cracker facility.

Zeon Chemicals Singapore (Zeon) took up a 8.2-hectare site at Banyan Drive in August 2011. As part of the Zeon Corporation – one of the world’s leading synthetic special rubber manufacturers – Zeon will construct a $240-million Solution Styrene-Butadiene Rubber (S-SBR) plant on the site, bringing to Singapore the corporation’s unique technologies.

In January 2012, Sumitomo Chemical Asia (SCA) took up a 5.76-hectare site at Merbau to build an S-SBR plant as well. The $174-million plant is set to produce a total of 40,000 tonnes of S-SBR per annum.

Evonik Degussa (SEA) Pte Ltd was allocated a 17-hectare site at Banyan Avenue in March 2012, to develop its fifth DL-Methionine Plant – a first for the company in Asia. The vertically integrated, $750-million plant will have a nameplate capacity of 150ktpa, accounting for about 30 per cent of the total worldwide production capacity.

The DL Methionine will be manufactured using a new technology that seeks to increase the reliability and efficiency of the production process, contributing to Jurong Island’s position as a hub for industrial innovation.

**JURONG ROCK CAVERNS**

As South East Asia’s first commercial underground storage space, the Jurong Rock Caverns is a symbol of innovation in the area of land optimization.

Located in Jurong Island, this major infrastructural development enables the optimization of large tracts of surface land for higher value-added activities, and provides a storage space required for liquid hydrocarbons such as crude oil, condensate, naphtha and gas oil.

Excavation of underground tunnels and caverns as well as construction for the above-ground structures, such as the jetty and ancillary buildings, were in full swing in FY2011. The substructure works for the oil storage process facilities which consist of piping, mechanical, electrical and instrumentation installations, have also commenced.

Phase 1 – comprising five storage caverns with a total capacity of 1.47 million cubic metres – will be completed by the end of 2014, and the contract for providing storage services to Phase 1’s first customer, the Jurong Aromatics Corporation, has already been inked in October 2011.
This marks a major step for the Jurong Rock Caverns in its journey to develop as a multi-user underground storage facility that supports manufacturers on Jurong Island.

**one-north**

Planned and developed with a vision for innovation, one-north boasts an integrated work-live-play-learn environment that supports a spectrum of research and development (R&D) activities, including the biomedical sciences, info-comm technology (ICT), media and the physical sciences.

The self-contained, 200-hectare hub boasts different strategic clusters which comprise Mediapolis, Fusionopolis and Biopolis.

**Mediapolis**

Focusing on the development of state-of-the-art digital media content and R&D in digital media technologies, Mediapolis will enhance Singapore’s position as a global media hub.

The development is the third strategic cluster at one-north, and a joint effort by JTC, the Media Development Authority, the Infocomm Development Authority and the Economic Development Board. It will also be supported by an integrated IT infrastructure, as well as a synergistic business environment.

Construction work on Infinite Studios, the first soundstage complex in Singapore, is progressing well and is scheduled for completion in October 2012.

MediaCorp – Singapore’s leading media company – is also slated to move its operations to Mediapolis. Development work on its new broadcast centre is slated to start in 2012, and is expected to be completed by 2015.

MediaCorp’s presence will fuel the sustainability of the Mediapolis ecosystem, which comprises of a spectrum of media and media-related companies.
Fusionopolis
Fusionopolis is a 30-hectare cluster at one-north, and boasts a fast-growing community of info-comm technology (ICT), as well as R&D activities in physical sciences and engineering.

Phase 2A of Fusionopolis commenced in November 2011, and is being developed by JTC to house research institutes from the Agency for Science, Technology and Research (A*STAR), under the Science and Engineering Research Council (SERC).

Sited at a 1.38-hectare area, the development will yield a gross floor area of 103,600 square metres. Phase 2A will consolidate Singapore's R&D initiatives and create a hub for science and engineering sectors. The building will be the first of its kind to house vibration sensitive R&D activities in a multi-storey environment.

Construction of Phase 3 by Ascendas Real Estate Investment Trust commenced in December 2011, and will provide a gross floor area of 25,000 square metres upon its completion. From this space, 15,000 square metres will be for business park use, and 10,000 square metres for office use.

In addition, the Phase 4 plot has been allocated to Lucas Real Estate Singapore, which will house Lucasfilm's Singapore studio. When completed in 2013, Lucasfilm Singapore will have eight floors of office space, elevated public gardens, a data centre, a 100-seat theatre and production facilities.

Phase 5 will be a 1.92-hectare, multi-tenanted facility, providing ready-built business park space, retail space, and a new typology workspace supported by a small living component. A Concept and Price Tender for Phase 5 was launched in December 2011. The development is expected to yield a gross floor area of approximately 67,500 square metres when completed by the end of 2014.

Biopolis
A global hub for biomedical research and life-sciences R&D activities, Biopolis offers a thriving ecosystem for both public and private R&D organisations.

Phase 4 of Biopolis, which comprises Procter & Gamble's state-of-the-art Singapore Innovation Centre, will house the full spectrum of product development R&D activities. Biopolis Phase 5, a 46,000-square metre development currently being developed by Ascendas Venture Pte Ltd, will provide 1,000 square metres of new ready-fitted laboratories, equipped with mechanical, ventilation and air-conditioning systems, finished vinyl flooring, basic laboratory furniture and ready-fitted fume hoods.
Known as the “Shell-plus” laboratory, this key feature has been developed by JTC to provide biomedical companies with the basic laboratory facilities to accelerate the initial setting up of their infrastructure.

Both developments are scheduled for completion in 2013. When ready, they are set to strengthen Singapore’s capabilities in translational and clinical research, and bring Singapore’s biomedical industry to the next level of growth.

Meanwhile, Biopolis continues to draw new players that are attracted by the unique clustering of biomedical, life-sciences and R&D companies. Tokyo’s Chugai Pharmaceutical Co Ltd has set up Chugai Pharmabody Research Pte Ltd to conduct research focusing on the production of new antibody drugs.

Likewise, Cerebos Pacific Ltd has also established its laboratory and research centre – a 2,200-square metre facility that will consolidate its three laboratories and two research centres. Representing an investment of over $7 million, the laboratory and research centre will be staffed by over 40 scientists and technicians.

Nepal Hill
A growing hub for global talent, Nepal Hill is evolving into an international centre of excellence for leadership and talent development.

The initiative draws businesses to Singapore by bringing together the best and brightest. Nepal Hill at one-north has been identified by the Economic Development Board and JTC to house the Singapore Leadership Initiatives, Networks and Knowledge (LINK) cluster.

Unilever will be investing $34 million to develop its new global leadership development centre at Nepal Hill. Named Unilever Four Acres Singapore, the training base is set to attract and groom Unilever’s future leaders – a strategic initiative to grow the organisation’s business in emerging markets and double its sales over the next 10 years.

JTC has developed the MedTech Hub masterplan – an initiative that will create a specialized infrastructure to support the vibrant medical technology (medtech) sector in Singapore.

The development will create a medtech ecosystem within a 7.4-hectare site in the Tukang Innovation Park. The dedicated space will house the full value-chain of medtech companies including manufacturers, suppliers and service providers, as well as shared utilities, all in one location, bringing synergies and collaborative opportunities.

MedTech Hub will be developed in phases. Construction for the first building, MedTech1, began in April 2012. The first-of-its-kind development will be designed to ISO13485 standards and provide manufacturing space of varying sizes. It will also house a common sterilization facility and a specialized logistics facility to help reduce business costs and
improve supply chain efficiencies. The multi-tenanted, 9-storey facility will yield 38,000 square metres of space when completed in 2013.

In addition to ready-built space, prepared land plots are also available for medtech companies to develop their own customized facilities. The first lessee at MedTech Hub, Biosensors International Group, has leased 12,000 square metres of land to build a facility for the manufacture of drug-eluting stents and other medical devices.

MedTech Hub will yield a total of 185,000 square metres of integrated space when fully developed and will be the centrepiece of Singapore’s medtech industry.

**FOOD ZONES**

JTC is exploring the development of a high-rise food hub complex in Singapore catering to companies in the food and beverage cluster. There will be shared facilities and services that will help speed up start-up and reduce operating cost while ensuring compliance with food safety requirements.

In addition, JTC is also preparing two food zones for food and beverage industrialists in Singapore. Land parcels at the zone in Jalan Buroh are available for allocation, and the one in Senoko will be ready around 2016.

In the meantime, a 1.42-hectare plot of land at Jalan Buroh has been allocated to Seo Eng Joo Frozen Food Pte Ltd for the development of a four-storey ramped-up factory. This fully integrated food factory will include processing and manufacturing facilities and warehousing capabilities.

**INDUSTRIAL INFRASTRUCTURE INNOVATION (I³) CENTRES**

To support the goal of developing innovative solutions for Singapore’s industrial infrastructure, JTC has partnered the Nanyang Technological University (NTU) and the National University of Singapore (NUS) to set up two research centres. The objective for the I³ Centres is to create a systematic and structured platform to conduct research, development and demonstration (RD&D) projects to expand JTC’s innovation capacity and build up our technical bench strength in specialized and complex projects over time.

The NTU Centre, established in August 2011, will promote the growth and development of economically viable and sustainable solutions in the areas of reclamation and marine infrastructure, sustainable infrastructure, underground infrastructure and infrastructural systems and materials.

The NUS Centre, a cross-disciplinary Centre between the School of Design & Environment and the Faculty of Engineering, will focus its research efforts in five areas: industrial real estate market, land intensification, planning and design, systems integration and optimization, and industrial construction technology and methods. Tapping on expertise from both faculties, it aims to build new capabilities and to scale up technical leadership competencies and capabilities in the area of industrial infrastructure.
Turning innovative ideas into reality is our forte at JTC. Indeed, we are implementing a myriad of new industrial solutions across Singapore’s landscape. As Singapore evolves into a major hub for regional and global manufacturers, the leading-edge industrial capabilities it boasts will strengthen its position as a choice investment location.
There’s no doubt that innovation is the centre of what we do at JTC.

But the journey doesn’t stop here. We know that executing our ideas and realising our dreams is the reason Singapore’s industries grow and prosper.

Without question, implementation is vital for Singapore’s economic growth. That’s why our solutions have taken form across our various clusters and industrial estates.

To keep ahead of the global marketplace, JTC has also utilised new technologies and created cutting-edge methods of construction to accelerate the implementation process, as well as increase efficiency and cost-effectiveness.

The result is plain to see – JTC has already successfully built a number of new facilities and developments, strengthening Singapore’s spectrum of industrial capabilities.

These are the solutions that will shape Singapore’s industrial landscape, as much as they will shape the future of the nation.

SELETAR AEROSPACE PARK

As more companies open their facilities at the Seletar Aerospace Park (SAP), it is evolving into a unique development for the aerospace industry.

In FY2011, a major milestone was reached for Singapore’s aerospace industry when Rolls-Royce opened its $700-million facilities at the park. This is currently its largest in Asia.

The Rolls-Royce Seletar Campus, which covers 154,000 square metres, includes an Assembly and Test Unit, a Wide Chord Fan Blade manufacturing facility, an Advanced Technology Centre and a Regional Training Centre. The investment will create over 500 new jobs, bringing their total number of employees in Singapore to more than 2,000.

Besides Rolls Royce, several other companies also opened their facilities at the SAP during the year, including Hawker Pacific, Fokker Services Asia and MAJ Aviation.

JTC also completed the construction of the Business Aviation Complex (BAC), a seven-storey, multi-tenanted light industrial building. The Component
Manufacturing and MRO Facility (CMMF), consisting of eight units of land-based standard factory space, has also been completed.

Over 80 per cent of the space at the BAC has already been taken up – mainly by local SMEs for aviation-related businesses. These include storage and distribution of spare parts, maintenance, industrial training, medivac and flying schools. As for the CMMF, three units were allocated by the end of FY2011.

As of March 2012, 80 per cent of the land in Phases 1 and 2 have either been allocated or reserved. In FY2011, Bombardier took up 0.93 hectare for its MRO facility and Pratt & Whitney leased 1.85 hectares for its engine MRO facility. ST Aerospace Engineering’s simulator training centre and aviation MRO workshops will occupy 2.31 hectares while the Air Transport Training College’s MRO training campus will be housed on a 0.53-hectare plot.

With the completion of infrastructural works for Phases 1 and 2, JTC will embark on infrastructural works for Phase 3 in FY2012.

CLEANTECH PARK

In FY2011, CleanTech Park became the first development in Singapore to achieve the BCA-NParks Green Mark Platinum Award (New Parks) – an accolade that was earned because of the park’s Green Core.

The Green Core enables a sustainable balance between CleanTech Park’s commercial needs and the site’s natural biodiversity. With its development beginning in FY2011’s second quarter, the Green Core will contain a storm water management system that will make use of the natural undulations of the site to harvest rainwater, channelling it into low-lying areas for storage and reuse.

Construction work on CleanTech One, CleanTech Park’s first iconic building, has also made good progress. The 37,500-square metre building has received the BCA Green Mark Platinum Award (New Non-Residential Buildings) for its many green features, such as energy-saving LED lighting, bio-retention ponds, and a 1MW hydrogen fuel cell plant and solar panels to harness renewable energy.

Slated for completion by May 2012, a cluster of key local and international clean technology-related organisations have already committed to 60 per cent of the space at CleanTech One. These include the
JTC also appointed Jurong Port Pte Ltd as the operator from September 2011 to take charge of the day-to-day operations within OMC.

Cameron, one of the world’s leading manufacturers of oil and gas drilling and production equipment, has been allocated four hectares of land within the OMC. The company is setting up a $60-million repair, servicing and maintenance centre for specialised subsea equipment – the first time Cameron is engaging in subsea activity in Singapore.

Rotating Offshore Solutions (ROS), a local company, has also begun construction on its new $25-million facility at the OMC. The ROS Engineering Centre will spearhead the development of cutting-edge engineering solutions for the offshore oil and gas sector, and the ROS Entrepreneurship Centre will provide a conducive environment for oil and gas entrepreneurs.

The Offshore Marine Centre is scheduled to commence operations in June 2012.
TAMPINES LOGISPARK

Infrastructure works at the 24-hectare Tampines LogisPark, JTC’s latest logistics park, commenced in 2011. The works are progressing well and are expected to be fully completed by the end of 2012.

About 6.7 hectares of land have been allocated to three logistics companies supporting various key industries. The allocations for the three companies are:

- Kerry Logistics has been allocated a 2-hectare site to create a three-point (China, Hong Kong and Singapore) linkage solution in logistics services for the fashion and luxury market segments, connecting the manufacturing source to the Asian marketplace.

- Tampines Distrihub has been allocated a 2.5-hectare site under a build and lease agreement with Ceva Logistics (Ceva) where the new facility will consolidate Ceva’s operations in the eastern part of Singapore, as well as support the logistics operations of their growing customer base in the aerospace, technology, consumer & retail, and industrial sectors.

- Tee Hai Chem (THC) will build a new facility at its 2.2-hectare site. THC’s facility at Tampines LogisPark will be its first in the eastern part of Singapore, catering to its semiconductor customers in the area.

Demand for land at Tampines LogisPark has remained strong and JTC expects to allocate another 5 hectares by the end of FY2012.

GILLMAN BARRACKS

JTC, the Economic Development Board and the National Arts Council are transforming Gillman Barracks to become Asia’s contemporary art hub.

Located along Alexandra Road, the 6.4-hectare site consists of 14 colonial buildings that were formerly used as military barracks.

JTC is developing the basic infrastructure and working environment that will be needed to support the industry. Indeed, Gillman Barracks is set to become a centre for the production, trading and distribution of contemporary art.

The gallery buildings pertaining to Phase 1 have already been completed, and 13 contemporary art galleries have been selected as pioneer tenants. These include well-established galleries like the ShanghART Gallery, the Sundaram Tagore Gallery and The Drawing Room.

The Centre for Contemporary Art (CCA) Singapore is also being established at Gillman Barracks. The centre will be a key part of our visual arts ecosystem, facilitating art production, research and exhibitions.

The redevelopment work at Gillman Barracks is scheduled for completion in phases beginning from June 2012.
SMALL FOOTPRINT STANDARD FACTORIES

An innovative concept by JTC, the Small Footprint (SFP) standard factories utilise a smaller footprint, compared to previous standard factories, to achieve a high plot ratio development. These three-storey factories are targeted to support the SMEs, and have floor areas ranging from 700 to 1,400 square metres.

In developing the new concept, JTC focused on the functionality and efficiency of the movement of materials within the factories. The units will come equipped with structural provisions that allow companies to install their preferred material handling system of up to two tons, to enable movement of goods and machinery between levels easily and conveniently. In addition, the structural provisions will provide for quicker start up as companies are not required to obtain structural approvals for installing the material handling systems.

The development is being constructed on a 1.51-hectare site along Buroh Street, and is seeing steady progress. In March 2012, 64 per cent of the construction was completed, with a mock-up unit ready for viewing.

All 18 SFP factory units are slated for completion by the second half of 2012.
The net allocation of prepared industrial land increased from 114.9 hectares in the previous year to 183.1 hectares in FY2011, an increase of 59 per cent.

Over this period, gross allocation increased by 18 per cent from 280.4 hectares to 331.6 hectares. However, terminations fell by 10 per cent from 165.5 hectares to 148.5 hectares (see Chart 1).

The strong performance of prepared industrial land in FY2011 was supported by Jurong Island, which contributed 155 hectares, representing 47 per cent of total gross allocation. Jurong Island’s robust numbers were attributed to the strong take-up of land by the petrochemicals, energy and chemical logistics industries.

In FY2011, 57 per cent of the gross allocation of prepared industrial land went to the manufacturing-related and supporting industries. The key contributor was the logistics cluster, which accounted for 10 per cent or 34.6 hectares of total gross allocation. The manufacturing sector accounted for 43 per cent, with the chemical cluster contributing 20 per cent or 66.1 hectares.

JTC’s total stock of prepared industrial land increased by 1.5 per cent to 6,374.2 hectares, while demand rose by 3.9 per cent to 5,728.8 hectares in FY2011.

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**Chart 1: Gross Allocation, Terminations and Net Allocation for Prepared Industrial Land, FY2002 to FY2011**

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1 Prepared industrial land comprises inland, waterfront and foreshore land which may be on lease, tenancy or temporary occupation licence.
READY-BUILT FACILITIES

In FY2011, JTC divested 21 blocks of flatted factories and amenity centres, totalling more than 300,000 square metres to Mapletree Industrial Trust and Soilbuild Group Holdings Ltd. This brought our total stock of ready-built facilities to about 3,196,000 square metres as at 31 March 2012.

As at the end of FY2011, the overall occupancy of ready-built facilities stood at a healthy 95.9 per cent – slightly lower than the 97.2 per cent achieved the previous year.

Gross allocation declined by 30 per cent to 63,200 square metres, compared to 90,500 square metres recorded a year ago. Coupled with terminations amounting to 76,000 square metres – 24 per cent lower than in FY2010 – net allocation declined to -12,800 square metres, compared to -9,200 square metres in FY2010 (see Chart 2).

In FY2011, the standard factory segment was the key contributor to the gross allocation of ready-built facilities, accounting for 42 per cent or 26,300 square metres of total gross allocation. This was followed by the flatted factory segment, which contributed 38 per cent or 24,100 square metres.

As for terminations, the standard factory segment recorded a return of 35,300 square metres – 46 per cent of total terminations – while the flatted factory segment accounted for 32,500 square metres, or 43 per cent.

In terms of industry sectors, the manufacturing-related and supporting industries contributed 68 per cent or 43,200 square metres to total gross allocation, while the manufacturing sector registered 32 per cent or 20,000 square metres.

Within the manufacturing sector, the transport engineering segment was the key contributor, with 16 per cent or 10,200 square metres of total gross allocation.

Chart 2: Gross Allocation, Terminations, Net Allocation and Occupancy Rate for Ready-built Facilities, FY2002 to FY2011
AsCenDAs
FY2011 has been a milestone year for Ascendas.

The organisation celebrated its 10th anniversary, and has achieved several regional and international awards, recognising its accomplishments and emphasis on quality. Ascendas has also embarked on new developments in the region, strengthening its position in the marketplace.

Singapore
In May 2011, Ascendas was awarded the tender to develop Phase 5 of Biopolis at one-north.

The twin-tower development – Nucleos – has a gross floor area of 46,182 square metres, and will provide additional laboratory space to meet the increasing demand for biomedical research, including ready-fitted laboratories known as the “Shell-plus” laboratory.

At the Singapore Science Park I, Ascendas has designed and built a new seven-storey development for long-term tenant Det Norske Veritas (DNV). The building will be DNV’s Asia-Pacific headquarters, housing more than 400 staff. It will incorporate high standards of energy efficiency, water efficiency, environmental protection and indoor air quality to meet the requirements of a BCA Green Mark Gold Plus rating.

In June 2011, Ascendas achieved a first in the industry with the launch of its innovative mobile application, Spacetobe. The application targets property agents and partners who are on the go, and looking to access information regarding Ascendas’s properties.

A mobile extension of existing services available on Ascendas’s Spacetobe online property directory (www.spacetobe.com.sg), the mobile application includes features like 360-degree panoramic views of properties, reward point tracking for registered agents under the Ascendas Partners Rewards (APR) Scheme, flexible search filters and information sharing via e-mail and social media platforms.

In August 2011, Ascendas celebrated its 10th anniversary with the launch of its inaugural Investors Day. More than 200 participants from investment firms, financial institutions, asset managers and professionals in the financial and investment sectors came together to explore new investment trends and opportunities in Asia.

The highlight of the celebrations was a gala dinner held for over 350 customers, partners, investors and associates, where Ascendas launched a limited edition book, entitled “Infinite Spaces; Endless Possibilities”. The book features 10 talented individuals and their creations, which embody their interpretation of “Infinite Spaces”. The company also launched the Ascendas Air Fragrance, Space™, customised to commemorate the 10th Anniversary using 10 aroma oil compounds.

“Space to Give” was the underlying theme for Ascendas’s 10th anniversary celebrations throughout the year. At the company’s annual Dinner & Dance in January 2011, Ascendas staff raised a total of $57,000 for the Movement for the Intellectually Disabled of Singapore (MINDS).

In addition, Ascendas has sponsored a charity event by non-profit organisation AkarakA, committing $20,000 to help fund the tertiary education of underprivileged students in the Philippines. At Ascendas’s anniversary gala dinner, a charity auction for the creative work featured in “Infinite Spaces; Endless Possibilities”, as well as that of artist Fern Wong from Very Special Arts Singapore (VSA), also helped to raise $35,000 for VSA.

During Ascendas’s annual Dinner & Dance in February 2012, $10,000 was donated to the Children’s Aid Society – Melrose Home as well. This brings the total amount of money that has been raised for charity over the year to more than $120,000.

India
Ascendas in India currently manages about 8.6 million square feet of business space and enjoys an occupancy rate of over 95 per cent, housing over 250 clients and 64,000 skilled employees.
The organisation has over 265 acres of development spread across six cities in India – Bangalore, Hyderabad, Chennai, Coimbatore, Pune and Gurgaon. Besides IT parks, Ascendas is also focusing on developing integrated projects that include sector-specific Special Economic Zones (SEZs), commercial and residential spaces, and social amenities like retail and hospitality.

Ascendas is now developing two integrated IT SEZs in Gurgaon and an International Tech Park in Pune as well. In addition, Ascendas India Trust (a-iTrust) recently acquired aVance Business Hub, which comprises two buildings situated at Hitech City, Hyderabad. This is the third IT park in Hyderabad and the fifth in India to be owned by a-iTrust.

Ascendas is also developing a large-scale integrated industrial township in Chennai. Master planning is under way for the township, which will comprise industrial, IT and business parks with social infrastructure and amenities.

In December 2011, International Tech Park Bangalore (ITPB) launched Ascendas Park Square. The new lifestyle and entertainment hub caters to Bangalore’s bustling Whitefield area, and over 27,000 employees working at ITPB. ITPB will soon see a 600,000-square foot Multi-Tenanted Building (MTB) as well – the second MTB within its SEZ.

**China**

In June 2011, Ascendas expanded its presence in China through a partnership with Sino-Singapore Guangzhou Knowledge City Investment and Development Co Ltd (SSGKC), to jointly develop an integrated business park in Guangzhou Knowledge City (GKC) – the 30 hectare Ascendas OneHub GKC.

SSGKC is a joint venture formed between Singbridge International Singapore Pte Ltd (Singbridge) and Guangzhou Development District (GDD). Ascendas OneHub GKC will be developed in phases over 10 years, and Phase 1 of the project commenced in March 2012.

Upon its completion in 2015, Phase 1 will provide 217,000 square metres of top-notch business space, lifestyle amenities and residential facilities, creating a vibrant, integrated environment for local and multinational corporations.

**Korea**

In July 2011, Ascendas completed the development of Signature Towers Seoul (STS), a 100,000-square metre, Grade A integrated office-cum-retail building. Strategically located at the centre Korea’s business district at Jung-Gu, Seoul, the Green mark Platinum development faces the Chunggye Stream and Namsan Mt, offering a prestigious business venue to local and multinational corporations.

The building’s unique architecture earned it the Excellence Award at the 29th Architecture Awards, which was held during the Seoul Architecture Festival.

**REAL ESTATE FUND MANAGEMENT**

Ascendas’s two listed trusts, Ascendas Real Estate Investment Trust (A-REIT) and Ascendas India Trust (a-iTrust), have continued to expand their regional portfolios and deliver commendable financial results.

Indeed, it has been an active year for A-REIT. Almost $1 billion of new investments have been made, concluding the year with a total of 102 properties and $6.6 billion of assets. However, A-REIT was able to maintain an aggregate leverage of 36.6 per cent as of 31 March 2012, as a result of proactive and prudent capital management.

In FY2011, the amount available for distribution increased by 13.6 per cent to $281.7 million, resulting in a 2.5 per cent increase in DPU from the previous year. Positive rental reversion of between 5.2 per cent and 15.7 per cent have also been achieved across all segments of portfolio. On a same-store basis, occupancy for multi-tenanted properties and portfolio improved from 92.1 per cent and 96.0 per cent to 92.8 per cent and 96.4 per cent respectively.
FY2011 also saw a-iTrust's financial performance remain resilient, with total property income growing 17 per cent from the previous year. The trust completed the construction of Voyager, a 537,000-square foot office building in International Tech Park Bangalore (ITPB), in June 2011.

In February 2012, a-iTrust completed its first major acquisition after purchasing two properties totalling 428,000 square feet in aVance Business Hub (aVance), an IT park in Hyderabad. aVance represents a significant growth opportunity, as a-iTrust has a conditional purchase agreement and right of first refusal to acquire additional buildings that are currently under construction. Besides acquisitions, a-iTrust intends to grow organically by developing a new 600,000-square foot office building in ITPB, which is scheduled for completion by December 2013.

Over the course of FY2011, a-iTrust grew the size of its portfolio from 5.94 million square feet to 6.9 million square feet, representing a 16 per cent increase. As of 31 March 2012, the portfolio was valued at $918 million.

INTERNATIONAL AND REGIONAL AWARDS
FY2011 has been a tremendous year, and one that has seen Ascendas celebrate its 10th anniversary with both regional and international recognition. The organisation has received a number of awards for quality excellence, design and achievements in sustainable development.

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<th>International and Regional Awards</th>
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<tr>
<td>2. Phase 1A Ascendas iHub Suzhou - LEED Gold Certification 2011</td>
<td>8. ICON@IBP, and 1 and 3 Changi Business Park Crescent - FIABCI Singapore Property Awards, Industrial category</td>
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<tr>
<td>6. The Voyager, International Tech Park Bangalore - LEED Silver Certification 2011</td>
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FY2011 marked the 10th anniversary of establishment for JURONG International. The entrepreneurial spirit that has guided the organisation in securing new markets will undoubtedly continue to be a beacon as it takes on greater challenges in the next decade.

**EXPANDING GLOBAL REACH: NEW FORAYS**

Team China’s maiden foray into the Hubei province has marked another step in expanding the territorial portfolio.

The organisation has partnered the HNA Group to conceptualise the design for Wuhan HNA Lanhai Logistics Park, which is slated to be built as an international, integrated, one-stop logistics park. Team China has also secured another contract to provide positioning studies and conceptual master planning services for the 7-square kilometre Baokang Industrial Park in Xiangyang City.

Increased engagement with emerging markets continue to be important to JURONG International, as it continues to develop ties and opportunities in Latin America, the Middle East and Russia. Throughout the year, the organisation has hosted delegation visits from these countries, enabling it to bridge gaps and forge alliances.

These efforts yielded results when JURONG Consultants signed an agreement with Pskov Region Development Agency to provide consulting services for the 215-hectare Moglino Industrial Park, as well as a vision plan design for the 65-hectare Stupnikovo Industrial Park in Pskov, Russia.

The organisation extended its reach in Russia by winning another consulting service contract to conduct a market study and design a concept and detailed master plan for the 139-hectare Tomsk Special Economic Zone, near the administrative centre of Tomsk Oblast. Two Memorandums of Understanding have also been signed to aid in the development of special economic zones in the Pskov region, the Stavropol region and the Russian Federation, affirming JURONG International’s expertise in consulting solutions.

The organisation has also ventured into the African region, where it has secured a contract to provide a market study and a master plan design for the Pointe Noire Special Economic Zone in the Republic of Congo.

**STRATEGIC SUSTAINABILITY**

During the year, JURONG International boosted its capabilities in sustainability consultancy.

After earning the BCA Green Mark for Office Interior (Platinum) award in FY2010, the organisation gained momentum in FY2011, winning a citation award for FuturArc Prize 2011, as well as a Special Mention Award in the Building Information Modeling (BIM) Competition jointly organised by the Building and Construction Authority (BCA) and buildingSMART Singapore.

On 24 April 2011, Tampines Eco-Green – JURONG International’s first ecological park design – was opened to the public. To create a tranquil, natural sanctuary, only 2.5 hectares were used for the park’s amenities, with the rest of the 34 hectares left untouched. The project earned a Gold Award at the Singapore Institute of Landscape Architects (SILA) Professional Design Award 2011.

Complementing JURONG International’s sustainability achievements was the ISO14000 certification from BCA in September, which covers the scope of services for master planning, infrastructural planning, multi-disciplinary design, quantity surveying services and project management.

JURONG International constantly strives to enhance its team to meet the current demands of the market, as well as to provide effective green urban development solutions for its clients. Building integrated sustainability
capabilities enabled JURONG International’s FM arm to attain the Green Mark certification for its staff. The Green Mark Facilities Manager Award (GMFM) has been received from BCA, allowing the organisation to successfully manage its clients’ projects for Green Mark certification and re-certification.

The JURONG International Group is now staffed by professionals with all three BCA certifications. Besides the GMFM, the organisation boasts both the Certified Green Mark Manager (GMM) and the Green Mark Professional (GMP) certifications as well.

EMBRACING SUSTAINABILITY IN CHINA

Recognising China’s readiness to address sustainability, Team China has beefed up its sustainability portfolio strategy to complement its business expansion goals.

It was an affirmation of the organisation’s capabilities in sustainability consultancy when Sino-Singapore Tianjin Eco-City Investment and Development Co Ltd commissioned JURONG Consultants to provide project management services for the Low Carbon Living Lab (LCLL) project in Tianjin Eco-City. It will be showcased as a green building in the Eco-City – one that aims to reduce operational carbon and optimise energy saving, as well as renewal energy.

In addition, Team China has secured a green agenda project to provide master planning and urban design services for the Shanxi Provincial Government, with regard to Changzhi Media Park. The park’s design focuses on using green building methods to encourage energy saving, low-carbon emission and recycling. The contract was won after Team China provided urban design services for a 67-hectare start-up area in Changzhi Media Park.

Participating in trade show exhibitions also serves as an excellent platform to showcase and market JURONG International’s core competencies. Team China participated in China International Eco-Construction Building Material & Urban Service Exposition 2011, as well as Low Carbon Fair 2011.

AWARDS OF SIGNIFICANCE

Master Planning Licence

On 5 January 2012, JURONG International’s China operations were awarded the Master Planning Licence by the Ministry of Housing and Urban-Rural Development of the People’s Republic of China, authorising the organisation to take on all master-planning projects, with the exception of planning for entire cities. The licence is specifically for foreign companies operating in China, and has only been awarded to only 13 companies to date. The licence also comes with the approval for JURONG International’s own stamp of endorsement for certain regulatory planning frameworks, without the need to partner local design institutes.

Green Mark Platinum Award for FM Project

SMM Pte Ltd, JURONG International’s FM arm, has been appointed by the Nanyang Technological University (NTU) to prepare its School of Arts, Design and Media building – which has been around for five years – for auditing, and coordinate with BCA for the building’s Green Mark certification. It was awarded the Green Mark Platinum in May 2011.

SILA Professional Design Award 2011

JURONG Consultants, JURONG International’s consulting arm, has achieved the Singapore Institute of Landscape Architects (SILA) Professional Design Award 2011 Gold Award for the Tampines Eco-Green project. The award recognises outstanding work from landscape architects.

Safety and Health Performance Award 2011

JURONG Primewide, JURONG International’s turnkey and construction arm, has earned the 2011 Safety and Health Performance Award for its NEWATER
Service Reservoir Project at Mandai Hill. This marks another milestone in JURONG Primewide’s safety excellence journey.

**Landmark Project Highlights**

On 23 November 2011, the Jordan National Museum – a design-and-build project – was officially completed, becoming one of the key tourist attractions in Jordan. The construction of the 18-hole Moganshan Golf course in China – built to be environmentally sustainable and sensitive to valuable water resources – was completed in March 2012. In Singapore, JURONG International’s FM arm has successfully implemented the lighting systems for the Singapore Tourism Board, enhancing the country’s nightscape during the 2011 Formula 1 Singapore Grand Prix night race.

JURONG International’s more notable new projects include the provision of engineering consultancy services for Qatar Petroleum’s Halul Island project. This entails developing a 15-year master plan to control, contain and plan the growth and development of the island’s existing infrastructure and industrial facilities, as well as to enhance its safety, security and living conditions. In Singapore, JURONG International’s turnkey and construction arm has also been awarded the first civil contract to construct a 26-hectare MRT depot for the Tuas West Extension project by the Land Transport Authority. Upon completion in 2016, the depot will provide stabling and maintenance facilities for its trains.

**CORPORATE SOCIAL RESPONSIBILITY (CSR)**

JURONG International’s CSR efforts in 2011 raised a total of $42,676.75 for its adopted charity, The Haven – a home for abandoned and abused children. The amount has been raised through various staff events, culminating in the annual Charity Golf, which involves external stakeholders.

Other CSR initiatives include kidz@work, a blood donation drive and Earth Hour engagement.
JURONG PORT

In FY2011, Jurong Port’s core business of general and bulk cargo grew strongly. Bulk cargo throughput increased by 9.1 per cent from FY2010 to reach 6.93 million tons. General cargo throughput also grew by 19.1 per cent to hit 9.75 million tons.

In the local arena, Jurong Port continues to enhance its general and bulk operations through process improvements and the adoption of new technologies. The organisation has also succeeded in winning new contracts to operate and manage the Offshore Marine Centre, and provide shipping services for coal and biomass products for Tuas Power Utilities’ Tembusu Multi-Utilities Complex on Jurong Island.

Outside Singapore, Jurong Port has formed a joint venture with the Rizhao Port Group in Shandong, China. Established in April 2011, the joint venture – Rizhao Jurong Port Terminals Co. Ltd – now operates seven berths, handling 7.3 million tons of bulk cargo in FY2011.

Jurong Port has also continued to explore new port opportunities in China and ASEAN, strengthening its regional portfolio.

OVERSEAS VENTURES

In FY2011, Jurong Port’s joint-venture company with the Rizhao Port Group handled a total throughput of 7.3 million tonnes, primarily consisting of woodchips, tapioca and grains.

This represents a 23.1 per cent throughput increase from FY2010, before the joint venture. In addition, Jurong Port has been working closely with its partner to improve the joint venture’s IT systems, operational productivity and financial management processes.

Based on exploratory work done in 2011, Jurong Port is now close to finalising its investments in a greenfield multi-purpose port in Jakarta. The proposed investment in Jakarta, which will handle crude palm oil, lubricants, dry bulk and containers, will be Jurong Port’s first foray into Indonesia. The organisation is also in the final stages of sealing an agreement to manage an existing multi-purpose port in Yangpu, Hainan, China. The said port handles mainly coal, iron ore and containers.

To grow its overseas business, Jurong Port will continue to leverage the Singapore brand and its core competencies in corporate governance, operations management and the handling of diverse kinds of cargoes. The new overseas projects will strengthen Jurong Port’s credentials and presence as an international multi-purpose terminal operator.

GROWING LOCAL BUSINESS

Jurong Port has won the contract to transport coal and biomass products to supply the Tuas Power facility on Jurong Island.

Preparation for the transportation operation was carried out during the year, with the construction of three transportation vessels by Jurong Port’s sub-contractor. In 2011, the organisation also won the bid to operate Marina South Wharves (MSW), Singapore’s second lighter terminal. MSW is expected to commence operations in the second half of 2012.

In addition, Jurong Port has won the JTC tender to operate and manage the Offshore Marine Centre, a first-of-its-kind 13-hectare common-user facility catering to the needs of the manufacturing companies in the offshore and marine sectors.

Jurong Port has also focused on developing the Liquid Bulk Terminal project, slated for completion in 2014. The organisation expects significant progress in finalising the joint-venture partnership and regulatory approvals in 2012.
AWARDS
The Jurong Port building is now undergoing refurbishment, and is scheduled for completion by the end of 2012. For the environmentally friendly design of the building, Jurong Port received the prestigious BCA Green Mark Platinum Award.

In 2011, Jurong Port also received Frost & Sullivan’s Asia Pacific Multi-purpose Terminal Operator of the Year award for the second year running.

PEOPLE
Talent acquisition and development remain a cornerstone of Jurong Port’s people strategy.

This is why Jurong Port has continued to use a range of tools and recruitment channels to acquire both local and foreign talent. To facilitate talent development, the organisation has leveraged external professional training resources to optimise the value of its training dollar.

During the year, Jurong Port also implemented a Coaching Programme for selected senior leaders, a comprehensive Management Development Programme to equip staff with relevant business skills, an Emerging Leaders Programme to develop and refine people management skills, and a series of functional skill programmes for support staff.
## Group Financial Highlights

<table>
<thead>
<tr>
<th></th>
<th>FY2011</th>
<th>FY2010</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>For the year ($’Mil)</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Operating Revenue</td>
<td>2,076</td>
<td>1,877</td>
<td>11%</td>
</tr>
<tr>
<td>Non-operating income</td>
<td>1,017</td>
<td>191</td>
<td>432%</td>
</tr>
<tr>
<td>Net surplus</td>
<td>1,778</td>
<td>918</td>
<td>94%</td>
</tr>
<tr>
<td><strong>For the year (%)</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Operating surplus margin</td>
<td>51.9%</td>
<td>47.4%</td>
<td>10%</td>
</tr>
<tr>
<td>Net surplus margin</td>
<td>85.6%</td>
<td>48.9%</td>
<td>75%</td>
</tr>
<tr>
<td><strong>At year end ($’Mil)</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Investment properties</td>
<td>11,913</td>
<td>11,016</td>
<td>8%</td>
</tr>
<tr>
<td>Total assets</td>
<td>20,365</td>
<td>17,196</td>
<td>18%</td>
</tr>
<tr>
<td>Total borrowings</td>
<td>1,782</td>
<td>1,397</td>
<td>28%</td>
</tr>
<tr>
<td>Total liabilities</td>
<td>5,883</td>
<td>4,460</td>
<td>32%</td>
</tr>
<tr>
<td>Total equity (excluding non-controlling interest)</td>
<td>14,354</td>
<td>12,595</td>
<td>14%</td>
</tr>
</tbody>
</table>

### Financial Ratios

- **Debt-equity ratio, based on equity excluding non-controlling interest**: 12.4% (FY2011), 11.1% (FY2010), 12% change.
- **Interest coverage**: 39.5X (FY2011), 28.9X (FY2010), 37% change.
- **Return on total assets**: 9.5% (FY2011), 5.5% (FY2010), 72% change.
- **Return on capital employed**: 12.0% (FY2011), 7.0% (FY2010), 71% change.
- **Value added per employee**: $0.77 Mil (FY2011), $0.60 Mil (FY2010), 29% change.

### Key Financial Figures

- **Revenue**: $2,076 Mil (FY2011), +11% change.
- **Net surplus**: $1,778 Mil (FY2011), +94% change.
- **Operating surplus margin**: 51.9% (FY2011), +10% change.
- **Total assets**: $20,365 Mil (FY2011), +18% change.
- **Return on total assets**: 9.5% (FY2011), +72% change.
- **Return on capital employed**: 12.0% (FY2011), +71% change.
- **Value added per employee**: $0.77 Mil (FY2011), +29% change.
5-YEAR PERFORMANCE PROFILE

Operating Revenue ($' Mil)

<table>
<thead>
<tr>
<th>Fiscal Year</th>
<th>FY07</th>
<th>FY08</th>
<th>FY09</th>
<th>FY10</th>
<th>FY11</th>
</tr>
</thead>
<tbody>
<tr>
<td>Value</td>
<td>1,877</td>
<td>1,964</td>
<td>1,797</td>
<td>1,877</td>
<td>2,076</td>
</tr>
</tbody>
</table>

Operating surplus margin (%)

<table>
<thead>
<tr>
<th>Fiscal Year</th>
<th>FY07</th>
<th>FY08</th>
<th>FY09</th>
<th>FY10</th>
<th>FY11</th>
</tr>
</thead>
<tbody>
<tr>
<td>Value</td>
<td>56.0%</td>
<td>27.5%</td>
<td>40.3%</td>
<td>47.4%</td>
<td>51.9%</td>
</tr>
</tbody>
</table>

Analysis of net surplus ($' Mil)

<table>
<thead>
<tr>
<th>Fiscal Year</th>
<th>FY07</th>
<th>FY08</th>
<th>FY09</th>
<th>FY10</th>
<th>FY11</th>
</tr>
</thead>
<tbody>
<tr>
<td>Net operating surplus</td>
<td>336</td>
<td>473</td>
<td>601</td>
<td>738</td>
<td>896</td>
</tr>
<tr>
<td>Net non-operating surplus</td>
<td>847</td>
<td>441</td>
<td>697</td>
<td>738</td>
<td>896</td>
</tr>
</tbody>
</table>

Value added per employee ($' Mil)

<table>
<thead>
<tr>
<th>Fiscal Year</th>
<th>FY07</th>
<th>FY08</th>
<th>FY09</th>
<th>FY10</th>
<th>FY11</th>
</tr>
</thead>
<tbody>
<tr>
<td>Value added per employee based on net operating surplus</td>
<td>0.16</td>
<td>0.52</td>
<td>0.48</td>
<td>0.48</td>
<td>0.55</td>
</tr>
<tr>
<td>Value added per employee based on net non-operating surplus</td>
<td>0.16</td>
<td>0.48</td>
<td>0.48</td>
<td>0.48</td>
<td>0.55</td>
</tr>
</tbody>
</table>

Return on capital employed (%)

<table>
<thead>
<tr>
<th>Fiscal Year</th>
<th>FY07</th>
<th>FY08</th>
<th>FY09</th>
<th>FY10</th>
<th>FY11</th>
</tr>
</thead>
<tbody>
<tr>
<td>Value</td>
<td>6.7%</td>
<td>3.5%</td>
<td>4.7%</td>
<td>5.4%</td>
<td>5.9%</td>
</tr>
</tbody>
</table>

Return on total assets (%)

<table>
<thead>
<tr>
<th>Fiscal Year</th>
<th>FY07</th>
<th>FY08</th>
<th>FY09</th>
<th>FY10</th>
<th>FY11</th>
</tr>
</thead>
<tbody>
<tr>
<td>Value</td>
<td>6.7%</td>
<td>3.5%</td>
<td>4.7%</td>
<td>5.4%</td>
<td>5.9%</td>
</tr>
</tbody>
</table>
FINANCIAL REVIEW

Total assets deployed ($'Mil)

FY2010 FY2011
17,196 20,365

Total capital employed ($'Mil)

FY2010 FY2011
17,196 20,365

Distribution of Group’s Total Income

FY2011 (%) FY2010 (%)
34 9
7 6
4 10
8 11

FY2010 (%)
64

Distribution of Group’s Total Expenses

FY2011 (%) FY2010 (%)
20 19
14 13
5 4
18 22
6 23
13 22

FY2010 (%)

-
REVIEW OF RESULTS FOR FY2011

OVERVIEW
The JTC Group delivered a strong performance in FY2011 – evident from its robust operating profits.

The Group’s net surplus grew by 94 per cent to $1,778 million in FY2011, with its operating revenue increasing by 11 per cent from $1,877 million to $2,076 million.

During the year, the Group also invested $1,272 million in capital expenditure for new and ongoing development projects, such as the Seletar Aerospace Park, Mediapolis and Fusionopolis, to name a few.

REVENUE
In FY2011, the Group registered a total operating revenue of $2,076 million – predominantly derived from land and building rental income.

Revenue from the property segment also increased, and this was mainly because of higher land income from JTC. The rise in land income was attributed to the year-on-year rental escalation, as well as the increase in net allocation of prepared industrial land.

Engineering income from the consultancy segment picked up as well, due to the strong performance of Design and Build, and the facilities management businesses. This was primarily because the construction of the depot at the Tuas West Extension had commenced, as well as the faster progress in the construction of a major project.

In addition, the revenue from the port operations segment increased slightly, despite the scaling down of the container business. This was due to the buoyant performance of the general cargo and bulk cargo business. The port’s container business will now focus on a select group of customers that can provide synergies to its core general and bulk cargo businesses.

NET SURPLUS
The Group achieved a net surplus of $1,778 million in FY2011 – a significant increase of 94 per cent from FY2010’s $918 million.

The Group’s higher operating revenue and greater gains from the disposal of its properties contributed to its strong performance. The Group divested 21 blocks of flatted factories and amenity centres totalling more than 300,000 square metres to Mapletree Industrial Trust and Soilbuild Group Holdings Ltd, for total sale proceeds of $688 million.

Another major disposal during the year was that of four buildings - Cintech I to IV - at the Science Park to A-REIT, with sale proceeds of $183 million.