



Urban Redevelopment Authority

45 Maxwell Road
The URA Centre
Singapore 069118
Tel: (65) 6221 6866
Fax: (65) 6227 5069

Email: ura_email@ura.gov.sg
URA online: www.ura.gov.sg

Urban Redevelopment Authority
Annual Report 05/06

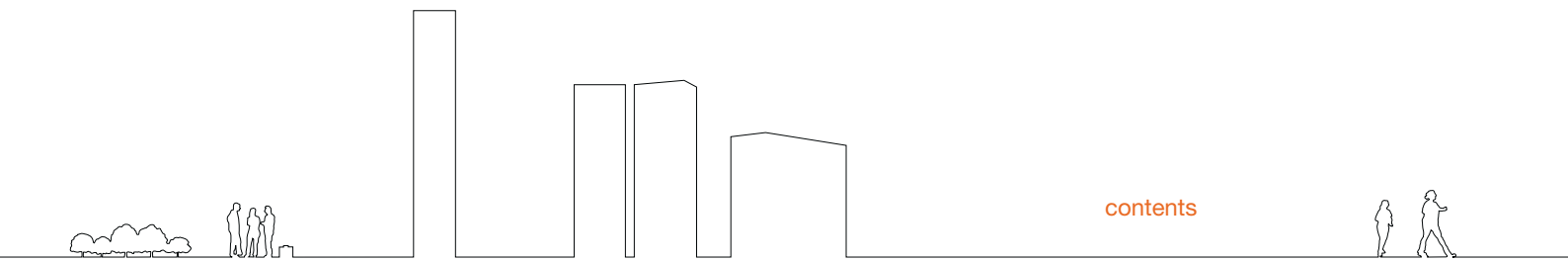
Urban Redevelopment Authority
Annual Report 05/06



behind every building that pushes up into the skyline that is singapore, there is a story. a story of inspired dreams, thoughtful planning, careful execution, and lessons for the future.

SINGAPORE STOREYS

SINGAPORE STOREYS



URA SPIRIT	06
Who We Are, What We Do	08
Our Business Functions	09
Our Public Responsibility	10
Awards	11
Chairman's Foreword	12
Bookmarked for Your Attention	16
Members of the Board	22
Corporate Governance	28
Management Team	30
Organisation Structure	32
Advisory Committees	34
Top Stories in the Singapore Year	36
Co-Authoring Stronger Partnerships	62
Key Characters in the Story of Excellence	72
Financial Report	82

When you look at the impressive Singapore skyline today, do not just merely see bricks and mortar, see instead the stories of past generations who have put so much into making Singapore what it is today – a living, breathing, delightful, surprising, vibrant, energetic and enthralling work of passion.

And so it is... in the larger story of nation-building, URA is proud to be a valuable co-author in the creation of this work called Singapore. It is a work-in-progress. The chapters-to-come are exciting as they unfold against a backdrop of the world in the throes of surprising twists and turns.

But the story of Singapore is still being told – and told with great gusto!



OUR MISSION

To make Singapore a great city to live, work and play in.

OUR STRATEGIC THRUSTS

To plan for a more attractive, distinctive and vibrant city.

To facilitate the realisation of our plans in partnership with the community.

To build an excellent organisation that is customer-focused and people-oriented.

URA SPIRIT

Our values are reflected in the URA SPIRIT. We have a strong culture of achieving work excellence through the URA SPIRIT. Together, the URA SPIRIT guides our daily interactions in the office and with our customers.

URA “SPIRIT”
STANDS FOR OUR
CORE VALUES

Service

We serve the community with commitment, sincerity and empathy. We anticipate and respond to their needs. We constantly look for new and better ways to deliver our products and services.

Passion

We perform our duties with passion because we are creating a legacy for future generations. We persevere in the face of setbacks and take pride in our work. We do not settle for anything short of excellence.

Integrity

We deal with our customers and colleagues ethically. We communicate openly and keep our promises. We practise professional integrity.

Respect

We respect the value and contribution of each individual. We recognise and celebrate one another's success. We support one another's personal and professional growth to their full potential.

Innovation

We take the initiative to innovate. We dare to dream and experiment even though it means taking risks. We forgive honest mistakes.

Teamwork

We work across boundaries as a team to achieve our shared vision and goals. We make time to talk to each other and foster a strong sense of community within URA. We also work in partnership with the larger community outside URA.

WHO WE ARE

The Urban Redevelopment Authority (URA) is Singapore's national land use planning and conservation authority. We carry out our mission by planning and facilitating the physical development of Singapore, in partnership with the community, to create a vibrant, sustainable and cosmopolitan city of distinction.

URA is the main land sales agent for the Government. The sale of sites programme is an essential part of land use planning. Through land sales, the Government attracts and channels private capital investment and market expertise to the development of sites for meeting Singapore's land use planning needs. The sale of sites programme, which began in 1967, has been instrumental in shaping the physical development of Singapore. In the process, it has also transformed raw land into valuable real estate.

As the Development Agency for Marina Bay, URA also spearheads the development efforts and works with communities and partners to implement key infrastructure, and to carry out active promotion, marketing and place management for the area.

Singapore is a nation state with needs for economic growth, defence, housing, recreation and basic conveniences. Given Singapore's land area of only 699 sq km, URA's challenge is to provide a planning blueprint that optimises our land resource to meet our current needs, and safeguards land for future development, while maintaining our quality of life.

WHAT WE DO

To achieve our mission, we prepare long-term strategic plans and detailed local area plans to guide physical development, co-ordinate with relevant partners, and guide efforts to bring these plans to reality. We carry out work in close partnership with the community.

OUR BUSINESS FUNCTIONS

Planning Functions

Concept Plan

- Strategic, long-term land use planning
- Review of Concept Plan every 10 years

Master Plan

- Island-wide land use planning
- Formulation of strategies to realise planning visions
- Review of Master Plan every five years

Urban Design Plans & Conservation Plans

- Development of urban design proposals
- Conservation planning

Facilitating Functions

Development Control

- Processing of development applications
- Enforcement of planning regulations
- Review of planning policies and guidelines
- Sale of planning records and legal requisition

Sale of Sites

- Planning of Government Land Sales programme
- Sale of State land, as agent for the Government

Real Estate Information

- Property market research and information

Development Co-ordination

- Planning, facilitation and implementation of infrastructural, environmental improvement and building projects for selected areas

Car Parks Management

- Provision and management of public parking facilities

Development Agency, Marina Bay

- Events and activities programming
- Marketing and place management

OUR PUBLIC RESPONSIBILITY

As the national planning agency, URA recognises that we can actively play a part in contributing to the environment and the community.

We take a balanced approach in our planning work and consciously protect and enhance our living, working and playing environments. To safeguard Singapore's natural heritage for future generations, we are mindful to plan sensitively in relation to the natural environment.

We believe in caring for the less fortunate in the society and contributing to the well-being of the community. This is put into action through adopting a charity and encouraging our staff to participate in community service.

As part of National Education efforts, we are committed to increasing students' awareness of Singapore's heritage and the challenges and constraints faced in planning its physical environment.

AWARDS

Urban Land Institute (ULI) 2006 Award for Excellence: Asia Pacific

Singapore's Conservation Programme

Environmental Systems Research Institute (ESRI)'s Special Achievement in GIS (Geographic Information System) (SAG) Award

URA's Integrated Planning and Land Use System (iPLAN)

Dubai International Award for Best Practices to Improve the Living Environment 2004

Global Top 100 Best Practices Certificate for Master Plan 2003:
The Blueprint for Development

National Innovation & Quality Circles Awards 2005 by SPRING Singapore

Silver Awards (3)

Excellent Service Award 2005 by SPRING Singapore

Star Awards (5)
Gold Award (1)
Silver Awards (24)

PS21 STAR Service Awards 2005 by Public Service Division, Prime Minister's Office (2)

Work-Life Achiever Award 2006 by the Tripartite Committee on Work-Life Strategy

H.E.A.L.T.H. (Helping Employees Achieve Life-time Health) Award for Employers 2005 by Health Promotion Board

Gold Award

Meritorious Defence Partner Award 2005 by Ministry of Defence (MINDEF)

MHA (Ministry of Home Affairs) Award for NSmen's Employers 2005

SHARE (Social Help and Assistance Raised by Employees) Programme 2005 by Community Chest

Platinum Award

CHAIRMAN'S FOREWORD

All of us, regardless of our background, have stories to tell. Stories about ourselves, stories we have heard or read about others, stories which have inspired us, stories which have touched our lives.

I, too, have my own favourite stories. Indeed, I have proudly shared a special, and meaningful chapter of my life – nine exciting years – on the Board of Urban Redevelopment Authority.

During this tenure, URA has evolved as much as the city has developed. In the journey of shaping our city, we have learned that we have to reinvent ourselves and our city in the midst of a changing world. The past year has been a very eventful one for us in realising our vision for Singapore.

Excitement Brewing in the City Centre

Let me begin with the story of *'Marina Bay'*, the centrepiece of our new downtown. Last July, we launched the Marina Bay brand. Living up to its new identity of being the place to explore, exchange and be entertained, Marina Bay presents a slew of new exciting developments that will bring us a dynamic brand-new downtown.

We will have a new financial hub at the Marina Bay Financial Centre and an Integrated Resort. We will have one of the world's tallest observation wheels and three world-class gardens in the horizon. In just three to four years, we will see a distinctive waterfront City in a Garden.

The successful development of Marina Bay will be supported by state-of-the-art infrastructure. A new vehicular and pedestrian bridge will link the Bayfront area to Marina Centre. Its spectacular design will make Marina Bay even more distinctive. The construction of the Common Services Tunnel (CST) is also well underway with the completion of the first phase. Singapore is the first country in Southeast Asia to implement CST on a comprehensive scale for Marina Bay.

The story of *'Orchard Road'* is a story of rejuvenation. It will make Orchard Road one of the greatest shopping streets in the world. Three prime sites on the Reserve List have been sold. These new developments will enhance the diversity and shopping experience in Orchard Road. Together with the relaxation of guidelines and introduction of incentives to encourage bolder and exciting redevelopments, Orchard Road will witness more changes to enliven its street life.

The new 16-storey Urban Entertainment Centre will be an interesting instalment of the charming *'Bras Basah.Bugis'* story. Being the first project to be evaluated under a "two-envelope" system, where concept takes precedence over tender price, we can expect an architecturally captivating development. Drawing upon the young and hip population from the new city campuses and art schools evolving in the neighbourhood, the area is witnessing an increased energy level. Bras Basah.Bugis is gradually being transformed into Singapore's Arts, Cultural, Learning and Entertainment hub.

Inculcating a Design Excellence Culture

URA launched the *Architecture & Urban Design Excellence (A•UDE)* Promotion Programme last year to promote architecture and urban design excellence in our buildings and public spaces. To further this effort, we launched the President's Design Award to recognise our local design talents. We also introduced the Art Incentive Scheme to encourage our developers to use works of art to enhance their new developments which in turn, will add an interesting dimension to our urban landscape. During the year, we held exhibitions to showcase exemplary local and overseas architecture, and co-produced a series of TV documentary aimed at raising public awareness and appreciation of our built environment.

Milestones Marking Two Decades of Conservation Efforts

The *'Conservation'* story is shared with pride.

Our conservation efforts were recognised when URA was conferred the prestigious Urban Land Institute (ULI) 2006 Award for Excellence: Asia Pacific for *Singapore's conservation programme*. The award speaks volumes of the concerted efforts we made in partnership with the private owners, in protecting Singapore's built heritage, as an integral part of city planning.

The Architectural Heritage Award, introduced 11 years ago, has since recognised 64 well-restored conservation projects. These have contributed to creating a distinct image of our city that we can identify with, and we hope to see more of such quality restoration of developments in the years to come.

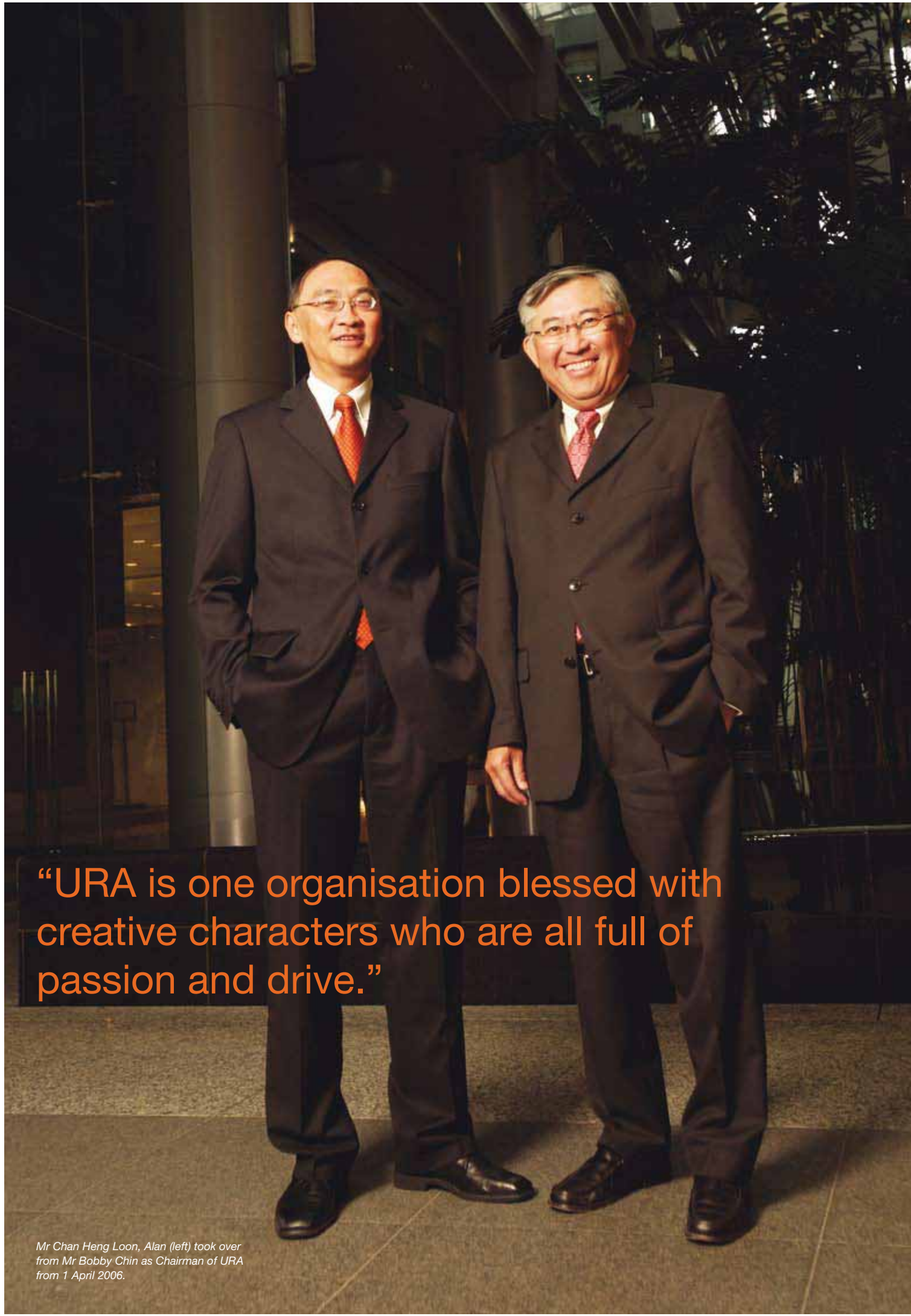
Hot Sites Up for Grabs

Besides the key developments sprouting up in the city centre, URA also sold and launched for sale several other sites under the *Government Land Sales Programme* in the past year. These include a new site at Woodlands Industrial Park slated for Singapore's first multi-storey driving centre; the historical Collyer Quay site to be redeveloped to complement the attractions at Marina Bay; and a number of residential and industrial sites outside the city centre.

Getting Up Close & Personal with Nature

Fresh new chapters to our green Singapore story.

As our garden city remakes itself, will there still be a place for nature, you may ask. The answer is yes. In addition to the 101 ha lush greenery in the form of three thematic gardens at Marina Bay, nature lovers will soon find new hangout spots at the *newly connected Southern Ridges*, a quiet retreat away from the hustle and bustle of the city. URA is realising its plans to connect the nine-kilometre chain comprising Mount Faber, Telok Blangah Hill and Kent Ridge with the construction of Alexandra Link, Henderson Crossing and a nature trail. Come end 2007, we will have a new leisure destination to relax, unwind and enjoy nature and scenic views.



“URA is one organisation blessed with creative characters who are all full of passion and drive.”

Mr Chan Heng Loon, Alan (left) took over from Mr Bobby Chin as Chairman of URA from 1 April 2006.

Proactive Consultation, Pro-Business Initiatives

As part of our ongoing review of processes and guidelines to ensure they stay relevant, we have made revisions and introduced new schemes to facilitate businesses while meeting our planning objectives. This is done through *proactive consultation* with partners, stakeholders and the public.

POWER (Public Officers Working on Eliminating Red-tape) sessions are one way through which we solicit feedback from both the public and private sectors. URA conducted the fourth POWER session last year to review the change of use guidelines for entertainment and F&B establishments. I was heartened to see recommendations forthcoming, and even more pleased that 40% of the recommendations were accepted for immediate implementation. It is a reflection of the maturity and quality of such feedback sessions. We are encouraged. We will continue to engage our stakeholders.

Nurturing the URA Spirit

My URA story will always include the URA spirit of our people. URA is one organisation blessed with creative characters who are all full of passion and drive. In my nine years on the Board, I have enjoyed immensely working and interacting with the staff. Each of them contributed in his own unique way to the story of shaping Singapore. The URA spirit is a culture of *excellence, continuous learning, innovation, respect and integrity* that we aim to nurture.

A New Chapter Begins

As I write the last chapter of my URA story, I would like to take this opportunity to thank my Board members, colleagues and stakeholders for contributing to the fascinating story of Singapore’s transformation. Today, we have completed yet another chapter of our dreams, our journey and our collaborative efforts.

For me and some of my Board members, we have served our last term on URA’s Board. I have no doubt that under Alan and the new Board, URA will continue to achieve success and make Singapore a great city.

A new chapter begins, and let us all continue to play a part in enriching *our story*.

Bobby Chin Yoke Choong
Chairman
Urban Redevelopment Authority

BOOKMARKED FOR YOUR ATTENTION...

Highlights 01 April 2005 – 31 March 2006

A New Chapter for Singapore's New Downtown

Jul 05 The new Marina Bay brand is launched as part of the efforts in building an identity for Marina Bay to promote in Singapore and overseas.

Sep 05 Ground breaking ceremony for Singapore Flyer, one of the first major projects to be completed in Marina Bay in early 2008.

Oct 05 A building agreement is signed with BFC Development Pte Ltd for the Marina Bay Financial Centre site, kick-starting the Phase 1 development of 244,000 sqm of GFA, estimated to be completed in 2009/2010. (01)

Nov 05 The Request for Proposal is launched for the Integrated Resort site at Marina Bay with a fixed land price, allowing proposers to focus on concept development.

Dec 05 The New Year Countdown event, co-organised with the Esplanade, draws more than 160,000 people. It launches a new New Year tradition of releasing 'wishing spheres' at Marina Bay.

Jan 06 101 ha of waterfront land has been set aside for three new concept Gardens at Marina South, Marina East and Marina Centre.

Mar 06 A new vehicular and pedestrian bridge linking the Bayfront area to Marina Centre is unveiled, enhancing the connectivity around Marina Bay. An "Art Competition" is launched seeking artworks by Singapore youths, which will be integrated into the design of the bridge.

The Landscape Master Plan is launched to create a multicoloured, multi-sensory environment at Marina Bay.

Orchard Road: Tales of the Hip and Happening

Jul 05 The Orchard Road Development Commission is set up to review and facilitate innovative redevelopment proposals along Orchard Road.

Dec 05 The Orchard Road/Paterson Road (Orchard Turn) site is successfully sold to CapitalLand Retail Singapore Investments Pte Ltd and Gresward Pte Ltd. It will be developed into a 53-storey landmark building with eight storeys of retail space and an observation deck on one of the top floors.

Jan 06 The Orchard Road/Killiney Road (Somerset) site is successfully sold to Orchard City Pte Ltd. The development will connect to Centrepont Shopping Centre via an underground shopping mall.

Mar 06 The Orchard Road/Somerset Road (Somerset Central) site is released under the Reserve List for sale. (02)



BOOKMARKED FOR YOUR ATTENTION...

Highlights 01 April 2005 – 31 March 2006

Bras Basah Bugis: Chronicling the Bustle and the Buzz

Jul 05 The Urban Entertainment Centre (UEC) site at Victoria Street is successfully sold to Jack Investment Pte Ltd. The glitzy 16-storey UEC will house thematic restaurants, cabaret theatres, and the latest arts and entertainment facilities, all under one roof.

Oct 05 Three blocks of former HDB flats at Short Street are allocated to be converted into hostels for students of the Singapore Management University, with the aim of bringing youthful energy to the area.

A Diary of Excellence

Apr 05 The Architecture & Urban Design Excellence (A•UDE) Promotion Programme is launched to co-fund private initiatives that promote architectural and urban design excellence.

URA presents the Gold Medal for Italian Architecture exhibition which showcased the best of contemporary architecture built across Italy between 1995 and 2003.

Sep 05 The President's Design Award for architecture and urban design is launched to encourage high quality developments that will help shape Singapore into a distinctive city.

The Art Incentive Scheme is introduced to encourage developers to integrate works of art within their new developments to help create a more beautiful and lively urban landscape.

URA hosts an exhibition by American architect Bernardo Fort-Brescia, whose projects include The Atlantis (Miami) and West 42nd Street Hotel (New York).

Nov 05 "Singapore 1:1 (City) – A Gallery of Architecture and Urban Design" exhibition is launched, showcasing some of the most significant buildings and public spaces completed in the city centre in the last 40 years. The related documentary that was broadcast on ChannelNewsAsia is co-produced by URA. (03)

Feb 06 URA hosts a talk by renowned architect Eugene Kohn, who shared his insights on the development and design strategies used in various mixed use projects.

Mar 06 A lighting plan for the Central Business District and Marina Centre is launched, and incentives encouraging building owners to light up their developments are introduced.

Memoirs of a Charming City

May 05 Ten land parcels of unrestored conservation shophouses along North Bridge Road and Beach Road are sold at a public auction.

Sep 05 URA participates at a Stamp Exhibition held in conjunction with the launch of the first joint stamp issue between Singapore and Belgium, featuring the shophouses at Kandahar and Bukit Pasoh.

Architectural Heritage Awards (AHA) 2005 are conferred on six well-restored monuments and conservation buildings.

Four post-war buildings are identified for conservation.

The change of use guidelines for core areas in the Historic Districts of Chinatown, Kampong Glam and Little India are revised.

The walking map for Kampong Glam historic district is launched to enable visitors to better explore and appreciate the area's distinctive charm.

Nov 05 URA collaborates with the Monetary Authority of Singapore to launch the Identity Plan coins featuring the Urban Villages.

Mar 06 203 units within the Syed Alwi Road area are approved for conservation, completing the protection of the important historical streetblocks that link up Little India and Jalan Besar conservation areas. (04)

11 land parcels of unrestored conservation shophouses along North Bridge Road and Jalan Pinang are sold at a public auction.

Sharing the Singapore Story with the World

Sep 05 Singapore's experience in city planning is shared at the Urban Land Institute (ULI) Global Investment and Development Forum held in Los Angeles.

03



04



BOOKMARKED FOR YOUR ATTENTION...

Highlights 01 April 2005 – 31 March 2006



Oct 05 URA collaborates with ULI to organise the inaugural International Waterfront Development Conference in Singapore.

URA participates in Sao Paulo 6th International Biennial of Architecture and Design, and co-presents a multimedia presentation “Singapore: 699.1 sq km” depicting Singapore’s urban planning efforts. (05)

Marina Bay is introduced to potential investors and developers at the Cityscape Conference held in Dubai.

Mar 06 URA participates at the Marche International des Professionnels de L’Immobilier (MIPIM) at Cannes, France, to promote Marina Bay as well as the Central Promontory, Clifford Pier and Somerset Central sites.

Reports on Successful Land Sales

Sep 05 An industrial site at Alexandra Road/Leng Kee Road is sold under the Government Industrial Land Sales Programme.

Oct 05 An industrial site at Woodlands Avenue 4 is sold under the Government Industrial Land Sales Programme.

Nov 05 A residential site at Alexandra Road/Tiong Bahru Road is sold through the Reserve List System.

Dec 05 A 2.5 ha site at Woodlands Industrial Park is sold, to be developed into Singapore’s first multi-storey driving centre.

Notable Newsclips

Aug 05 The structure of Development Application fees is revised to ensure that fees are charged based on complexities of the development proposals to commensurate with the resources needed to process such proposals.

A new GFA Verification Service is introduced to provide a ‘short-cut’ for developers to verify the GFA of a development.

Sep 05 The guidelines for student hostels housing are relaxed to offer more options for accommodation facilities for full-time students.

Nov 05 Ground breaking ceremony for three pioneer projects under the Warehouse Retail Scheme, which allows the co-location of retail/warehousing/ industrial operations on the same industrial site.

Dec 05 A new Range-Based Car Parking Standard is introduced, which gives developers greater flexibility in deciding optimal car parking provision, thereby improving the use of space within a development.

Mar 06 The waiver application process is revised and a new Development Facilitation Committee is set up to expedite the approval process.

An Account of Public Consultation

Apr 05 The fourth POWER (Public Officers Working on Eliminating Redtape) session is conducted. The session sees 40% of the recommendations being accepted for immediate implementation.

Nov 05 The findings of a Lifestyle Survey are released, showing a majority of the respondents being satisfied or very satisfied with public transport, shopping and entertainment facilities found in Singapore.

Key Characters in the Story of Excellence

Jul 05 URA receives the Meritorious Defence Partner Award.

Aug 05 URA receives the MHA (Ministry of Home Affairs) Award for NSmen’s Employers Award.

Oct 05 URA receives the Singapore Gold H.E.A.L.T.H. (Helping Employees Achieve Life-Time Health) Award.

URA receives the SHARE (Social Help & Assistance Raised by Employees) Platinum Award.

Nov 05 30 staff members win the national Excellent Service Award for delivering outstanding service to customers.

Feb 06 Two staff members receive the coveted PS21 STAR Service Award for going the extra mile in serving the public.

MEMBERS OF THE BOARD



**Mr Chan Heng Loon, Alan
(Chairman)**

(from 1 December 2005, appointed Chairman since 1 April 2006)

Chief Executive Officer, Singapore Press Holdings

Board Member, Singapore Power Ltd

Board Member, Media Corp Press Ltd and MediaCorp TV Holdings Pte Ltd

Member, Board of Governors of The Singapore-China Foundation

Member, INSEAD Singapore Council

Director, INSEAD France



Mr Chan Sui Him

(from 1 April 2006)

President, Board of Architects
Chairman, DP Architects Pte Ltd



Mrs Cheong Koon Hean

(from 1 April 2004)

Chief Executive Officer, Urban Redevelopment Authority

Deputy Secretary (Special Duties), Ministry of National Development

Board Member, National Heritage Board

Board Member, JTC Corporation



Mr Chong Lit Cheong

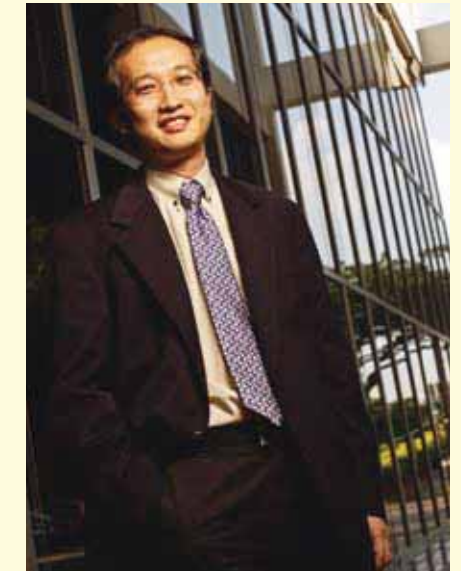
(from 1 April 2006)

Chief Executive Officer, International Enterprise Singapore *(from 1 June 2006)*

Board Member, JTC Corporation

Director, Changi Airports International Pte Ltd

Member, National Crime Prevention Council



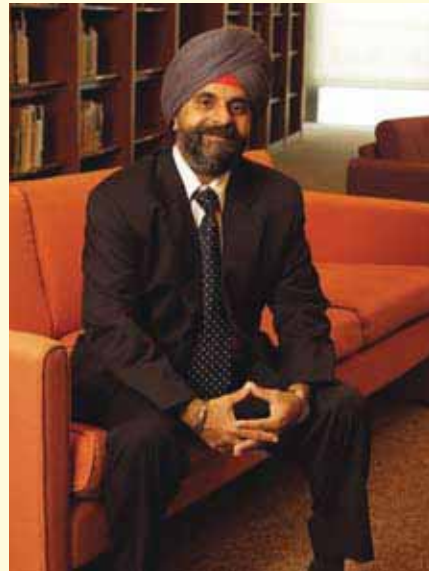
Prof Heng Chye Kiang

(from 1 April 2003)

Deputy Director, University Office of Research, National University of Singapore

Head, Department of Architecture, School of Design and Environment, National University of Singapore

MEMBERS OF THE BOARD



Mr Inderjit Singh

(from 1 April 2000)

Founder and Chief Executive Officer,
Infiniti Solutions Pte Ltd

Member of Parliament

Board of Trustee, Nanyang
Technological University

Chairman, Action Crucible
for Finance

Deputy Chairman, Action Community
for Entrepreneurs

Deputy Chairman, National Youth
Achievement Award Council

Chairman, National Trust Council



Mr Mok Wei Wei

(from 1 April 2006)

Managing Director, W Architects Pte

Member, Preservation of
Monuments Board

Council Member, Chinese
Heritage Centre



Mr Ong Chong Tee

(from 1 April 2006)

Deputy Managing Director (Monetary
Policy, Investment & Research /
Development & External Relations),
Monetary Authority of Singapore

Board Member, Central Provident
Fund Board

Board Member, Singapore
Land Authority

Council Member, Institute of Banking
and Finance



**BG Tan Kok Kiang
Bernard Richard**

(from 1 April 2006)

Director, Joint Intelligence
Directorate, Singapore Armed Forces

Board Member, St Joseph's
Institution

Alternate Director, Singapore
Technologies Engineering Ltd



Dr Teh Kok Peng

(from 1 April 2004)

President, GIC Special Investments
Pte Ltd

Advisory Board Member, Singapore
Institute of International Affairs

Member of Governing Board, Lee
Kuan Yew School of Public Policy

Member of Governing Board,
Institute of Policy Studies



Mr Tham Khai Meng

(from 1 April 2006)

Co-Chairman and Executive
Regional Creative Director,
Ogilvy & Mather Asia Pacific

Deputy Chairman, DesignSingapore
Council, Ministry of Information,
Communications and the Arts

Chairman, Industry Development
Panel, Ministry of Information,
Communications and the Arts

MEMBERS OF THE BOARD

Financial Year 05/06 saw the retirement of the following members from the Board. We thank them for their contributions to URA during their tenure.



Mr Bobby Chin Yoke Choong
*(1 April 1997 – 31 March 2006, appointed
Chairman since 1 April 2001)*

Chairman, Singapore
Totalisator Board



Mrs Chin Ean Wah
(1 June 2001 – 31 March 2006)

Founder & Chief Executive Officer,
Wiser Asset Management Pte Ltd



Mr Lim Jim Koon
(1 April 2000 – 31 March 2006)

Chief Editor, Lianhe Zaobao



Mr Lim Neo Chian
(1 April 2003 – 31 March 2006)

Deputy Chairman and Chief
Executive, Singapore Tourism Board



RADM Sim Gim Guan
(1 April 2003 – 31 March 2006)

Senior Director, Info and Corporate
Management, Ministry of Information,
Communications and the Arts



Mr Wong Mun Summ
(1 April 2000 – 31 March 2006)

Founding Director, WOHA Architects
Pte Ltd; WOHA Designs Pte Ltd;
WOHA (Thailand) Ltd and WOHA
Pte Ltd

CORPORATE GOVERNANCE

URA upholds good governance. The URA Board and Management have put in place a framework to ensure adherence to good corporate governance practices.

URA BOARD

The URA Act provides for URA to have a Chairman and up to 12 other Board members. The Board members are respected individuals from both the public and private sectors. Hailing from wide-ranging fields of architecture, tourism, media, accountancy, government and national defence, they collectively provide complementary expertise and depth of experience to the Board. Other than URA CEO, who is also a Board member, the others are non-executive members.

Apart from its statutory responsibilities, the Board also plays a strategic role in providing guidance to Management on URA's professional planning and urban design work areas towards achieving URA's mission. The Board meets 11 times a year.

STAFF REVIEW COMMITTEE

The Staff Review Committee consists of URA Chairman, CEO and one other Board member. It reviews and approves the recruitment and promotion of officers into and within superscale grades.

The Staff Review Committee meets at least once a year.

FINANCE & INVESTMENT COMMITTEE

The Finance & Investment Committee is chaired by the URA Chairman and includes three other Board members. The Committee reviews and recommends policies on the investment of surplus

funds for the Board's approval as well as considers and approves investment guidelines in line with policies as approved by the Board. The Committee reviews the appointment of fund managers, custodians, and investment consultants and related service providers. It also reviews the annual budget for the Board's endorsement.

The Finance & Investment Committee meets at least four times a year.

AUDIT COMMITTEE

The Audit Committee is chaired by a non-executive Board member and includes three other Board members. It meets with URA's internal and external auditors to review their audit plans, observations, and the annual audited financial statements. It also reviews with the internal and external auditors the results of their evaluation of URA's internal control system.

The Audit Committee meets four times a year.

RISK MANAGEMENT PRACTICES AND INTERNAL CONTROLS

Internal Control Framework

URA's internal control framework aims to ensure that assets are properly safeguarded, accounting systems and controls are sound and effective, financial information is reliable and key computerised systems are adequately secure to minimise our risks.

These objectives are achieved through:

- Management's emphasis on the importance of good governance and an organisational culture that is conscious of the need for internal control and risk management.
- An organisation structure with clear definition of responsibility and reporting at different levels of the organisation.
- Established communication channels through regular staff seminars, staff circulars, orientation briefings and provision of comprehensive information in URA's intranet to educate staff on internal controls and good governance.
- A Financial Operations Manual, which sets out the internal control and financial policies, procedures and financial authority relating to all key operations of URA.
- Careful selection and deployment of staff, with regular reviews to ensure there is appropriate segregation of duties and that personnel are not assigned conflicting responsibilities.
- Independent internal and external auditing functions.
- Adoption of Singapore Government Security Instructions for the Handling and Custody of Classified

Documents and Government Instruction Manual on Information Technology to ensure proper use and safeguarding of URA's information.

- Close monitoring of URA's financial risk exposure and implementing measures to minimise risk.
- Monitoring of monthly and quarterly reporting of financial and operational performance of key activities by Management and the Board.

Internal and External Audit Functions

URA's Internal Audit Section conducts audits and reviews on URA's business functions to provide assurance to the Board that internal controls are adequate and effective in all key financial and operational systems and processes. The scope of the Internal Audit function encompasses:

- Performing enterprise-wide risk assessments and review of risk management practices.
- Conducting financial and operational audits.
- Conducting IT security audits on key computerised systems and networks.
- Performing checks on compliance with statutory requirements, regulations and standards.

The Internal Audit Section reports directly to the Chairman of the Board and the Audit Committee. It furnishes Management with audit observations, analyses, appraisals and recommendations on areas for improvement and monitors the follow-up actions.

PricewaterhouseCoopers (PwC) was appointed by the Minister for National Development in consultation with the Auditor-General for the audit of URA's Financial Statements. Arising from the audit, significant audit and accounting matters, and internal recommendations on possible ways in which the system and procedures could be improved that came to their attention during the conduct of their normal audit procedures, were also reported to the Audit Committee. Management would ensure the appropriate follow-up actions are taken in respect of PwC's audit recommendations. The Chairman of the Board, the Minister for National Development and

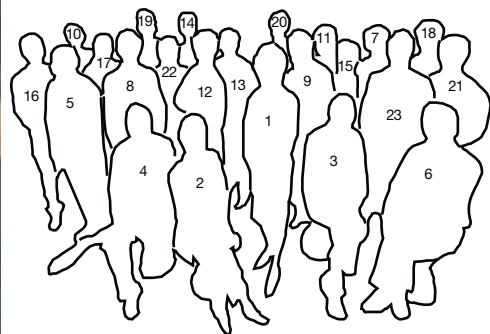
Auditor-General are kept informed of these audit reports.

Business and Ethical Conduct

All staff of URA are bound by URA's terms & conditions of service to maintain a high standard of business and ethical conduct. In the course of their official duties, they are obliged not to involve themselves in matters where a conflict of interests may arise and are to declare the situation to their supervisor. They are also obliged to comply with established guidelines pertaining to the acceptance of gifts and invitations from contractors, suppliers, clients, customers, developers and any member of the public.

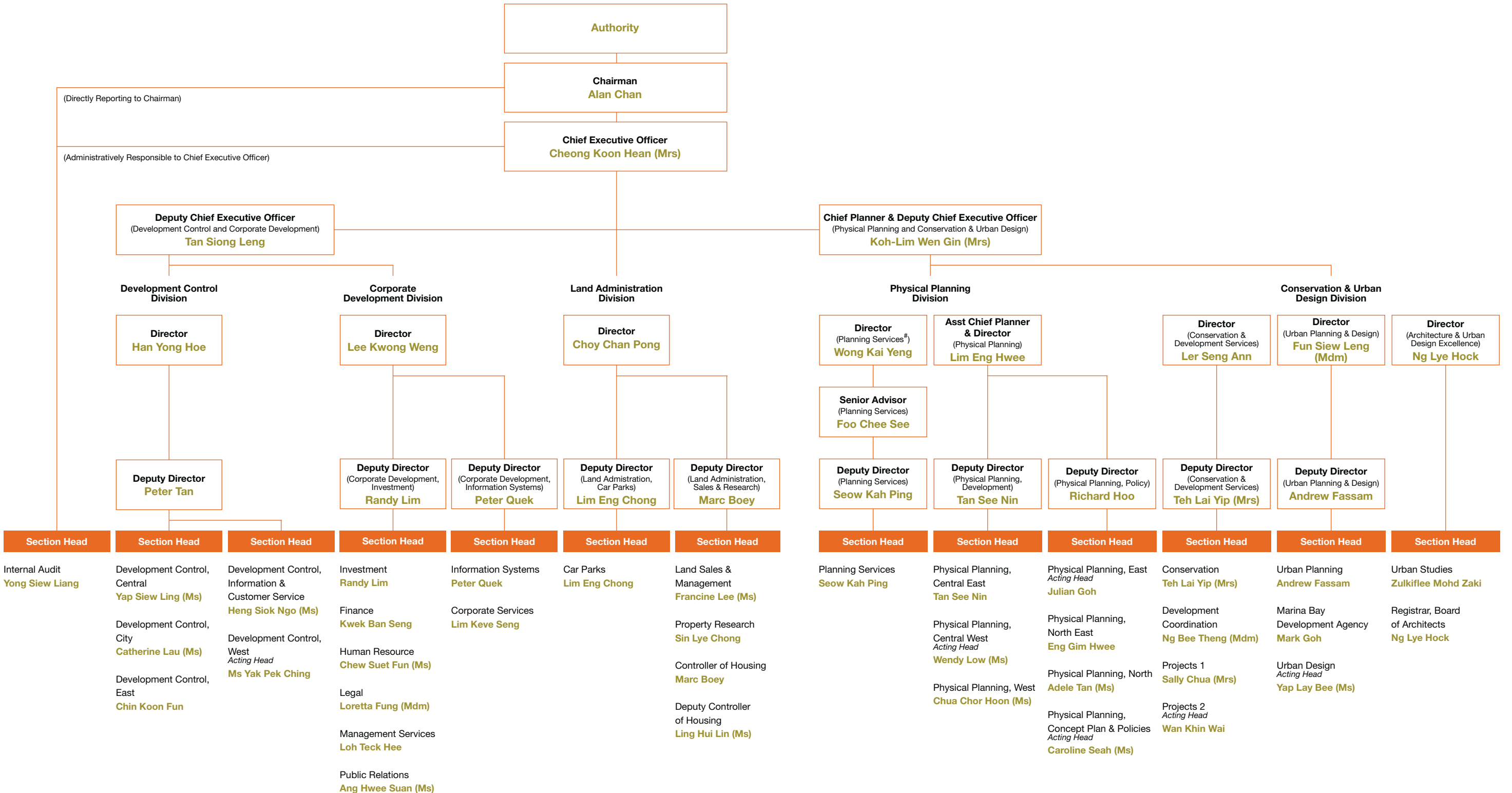
In addition, all staff members are subject to provision of the Official Secrets Act. They are required to sign a declaration upon recruitment to acknowledge this provision, and are reminded of this provision when they leave URA's service.

<p>Staff Review Committee Chairman: Mr Chan Heng Loon, Alan Members: Mrs Cheong Koon Hean BG Bernard Tan</p>	<p>Audit Committee Chairman: Mr Inderjit Singh Members: Mr Chan Sui Him Mrs Cheong Koon Hean Mr Tham Khai Meng</p>
<p>Finance & Investment Committee Chairman: Mr Chan Heng Loon, Alan Members: Mrs Cheong Koon Hean Mr Ong Chong Tee Dr Teh Kok Peng Mrs Chin Ean Wah <i>(Chief Executive Officer, Wiser Asset Management)</i></p>	



- | | | | | |
|---|--|--|---|---|
| 1. Mrs Cheong Koon Hean
Chief Executive Officer | 6. Mr Lee Kwong Weng,
Director (Corporate Development) | 11. Mdm Fun Siew Leng,
Director (Urban Planning & Design) | 16. Mr Seow Kah Ping,
Deputy Director (Planning Services) | 21. Mr Peter Quek,
Deputy Director (Corporate Development,
Information Systems) |
| 2. Mrs Koh-Lim Wen Gin,
Chief Planner & Deputy Chief
Executive Officer (Physical Planning and
Conservation & Urban Design) | 7. Mr Ler Seng Ann,
Director (Conservation &
Development Services) | 12. Mr Han Yong Hoe,
Director (Development Control) | 17. Mr Tan See Nin,
Deputy Director
(Physical Planning, Development) | 22. Mr Marc Boey,
Deputy Director (Land Administration,
Sales & Research) |
| 3. Mr Tan Siong Leng,
Deputy Chief Executive Officer
(Development Control and
Corporate Development) | 8. Mr Lim Eng Hwee,
Assistant Chief Planner & Director
(Physical Planning) | 13. Mr Peter Tan,
Deputy Director (Development Control) | 18. Mr Randy Lim,
Deputy Director
(Corporate Development, Investment) | 23. Mr Michael Koh,
Director (Urban Planning & Design)
till 31 July 2006 |
| 4. Mr Choy Chan Pong,
Director (Land Administration) | 9. Mr Ng Lye Hock,
Director (Architecture & Urban
Design Excellence) | 14. Mr Lim Eng Chong,
Deputy Director (Land Administration,
Car Parks) | 19. Mr Richard Hoo,
Deputy Director (Physical Planning, Policy) | |
| 5. Mr Foo Chee See,
Senior Advisor (Planning Services) | 10. Mr Wong Kai Yeng,
Director (Planning Services) | 15. Mrs Teh Lai Yip,
Deputy Director (Conservation &
Development Services) | 20. Mr Andrew Fassam,
Deputy Director (Urban Planning & Design) | |

ORGANISATION STRUCTURE



Overseas consultancy and related work will be under DCEO Tan Siong Leng's purview.

ADVISORY COMMITTEES

As at 31 March 2006

INTERNATIONAL PANEL OF ARCHITECTS AND URBAN PLANNERS

This panel advises on international best practices and trends in planning and urban design and development strategies of cities around the world. It also provides feedback on planning and urban design issues identified by URA, as well as identifies ways to encourage and promote innovative architecture and urban design in Singapore.

Chairman

Mr Bobby Chin Yoke Choong

(to 31 March 2006)

Chairman
Urban Redevelopment Authority

Members

Mr Aaron Betsky

Director
Netherlands Architecture Institute

Prof Joan Busquets, Arch

Martin Bucksbaum Professor
Graduate School of Design,
Harvard University

Mr Bob Deacon

General Manager
Darling Harbour
Sydney Harbour Foreshore Authority

Prof Sir Peter Hall

Professor of Planning
Bartlett School of Architecture and Planning
University College London

Prof Fumihiko Maki

Principal
Maki & Associates

Ms Marilyn Taylor

Partner
Skidmore, Owings & Merrill LLP

CONSERVATION ADVISORY PANEL

This panel gives inputs on built heritage proposals put up by URA, as well as proposes buildings for URA to study for possible conservation. It also promotes greater public education and understanding of our gazetted built heritage.

Chairman

Dr James Khoo

Senior Consultant Neurosurgeon
Neurological Surgery Pte Ltd

Members

Ms Ida Bachtiar

Managing Director
Naga Films Pte Ltd

Ms Claire Chiang

Executive Director
Banyan Tree Gallery Singapore Pte Ltd

Mrs Koh-Lim Wen Gin

Chief Planner &
Deputy Chief Executive Officer
(Physical Planning and Conservation
& Urban Design)
Urban Redevelopment Authority

Mr Samuel Lee Seong Meow

Assoc Dean
Degree Programmes
Nanyang Academy of Fine Arts

Mrs Lim Siok Peng

Chief Executive Officer
National Heritage Board

Mr Nazir bin Hussin

Lecturer (Electrical Engineering)
School of Engineering
Ngee Ann Polytechnic

Mr Ng Chee Seng

Honorary Secretary
Real Estate Developers' Association
of Singapore

Ms Rita Soh

President
Singapore Institute of Architects

Dr Easaw Thomas

Senior Consultant
Anaesthesia
(Obstetrics & Gynaecology) Department
KK Women's & Children's Hospital

Mrs Virginia Cheng

(to 31 May 2006)

Principal
National Junior College

Mr Tony Lim Tze Guan

(to 31 May 2006)

Taxi Operator

Mr Quek Tse Kwang

(to 31 May 2006)

Partner
RT+Q Architects

Mr Saw Ken Wye

(to 31 May 2006)

President
South East Asia
Microsoft Operations Pte Ltd

Dr Zoe Boon Suan Loy

(from 1 June 2006)

Principal
Anglican High School

Mr Richard Eu Yee Ming

(from 1 June 2006)

Group Chief Executive Officer
Eu Yan Sang International Ltd

Prof Lily Kong Lee Lee

(from 1 June 2006)

Vice-Provost (Education)
National University of Singapore

Mr Robin Ng Kian Tong

(from 1 June 2006)

President
Citycab Operators' Association

Ms Wo Mei Lan

(from 1 June 2006)

Director
Liu & Wo Architects Pte Ltd

DESIGN ADVISORY COMMITTEE

This committee reviews and provides feedback on URA's urban design and waterbodies design guidelines; advises on local best practices and industry trends for urban design, building and architecture; and identifies ways to encourage and promote innovative architecture and urban design in Singapore.

Chairman

Prof Heng Chye Kiang

Head
Department of Architecture
National University of Singapore

Members

Mr Chia Ngiang Hong

Group General Manager
City Developments Limited

Mrs Koh-Lim Wen Gin

Chief Planner &
Deputy Chief Executive Officer
(Physical Planning and Conservation
& Urban Design)
Urban Redevelopment Authority

Mr Ong Beng Seng

Managing Director
Hotel Properties Limited

Mr William Ong

Partner
Axis Architects Planners

Mr Siew Man Kok

Partner
MKPL Architects

Mr Chan Sui Him

(to 30 June 2005)

Chairman
DP Architects Pte Ltd

Dr Amy Khor

(to 30 June 2005)

Mayor
South West District, Singapore

Mr Franklin Po

(to 30 June 2005)

Managing Director
Tierra Designs (S) Pte Ltd

Mr Allen Kerton

(from 1 July 2005)

Chairman, President and Managing Director
Belt Collins International (Singapore) Pte Ltd

Mrs Ong Choon Fah

(from 1 July 2005)

Executive Director, Advisory Services
Consulting and Research
DTZ Debenham Tie Leung (SEA) Pte Ltd

Ms Rita Soh

(from 1 July 2005)

Director
RDC Architects Pte Ltd

DESIGN GUIDELINES WAIVER COMMITTEE

This committee considers and advises URA on whether appeals for waivers from URA's urban design guidelines and standard development control requirements can be supported. It considers how the buildings will enhance our urban landscape and skyline in waiving some of these guidelines for innovative and quality building designs.

Chairman

Mr Wong Mun Summ

Partner
WOHA Designs/WOHA Architects

Members

Mr Joseph Cheang

Director
Architects 61 Pte Ltd

Mdm Fun Siew Leng

Deputy Director
(Urban Planning & Design)
Conservation & Urban Design Division
Urban Redevelopment Authority

Mr Peter How

Executive Vice President
Architectural & Development Services
CPG Consultants Pte Ltd

Mr Tai Lee Siang

Director
DP Architects Pte Ltd

Mr Tan Shee Tiong

Consultant
DP Architects Pte Ltd

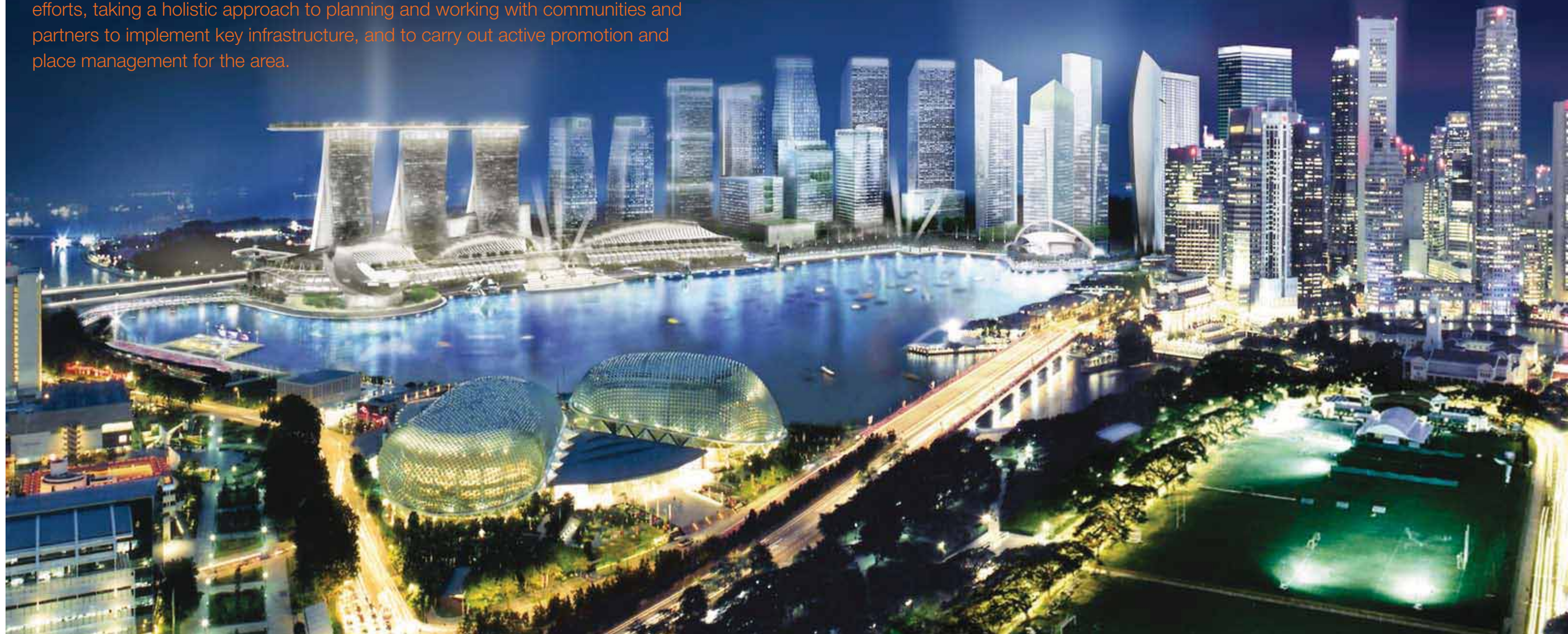
Stories are told at so many levels, but the best stories make a true difference. Welcome to our top reports – of townplanner visions and skyline plans and redevelopment initiatives – **all the happenings in a year** that shape and mould the vistas of our tomorrows.

TOP STORIES IN THE SINGAPORE YEAR



On 31 December 2009, Singaporeans from all walks of life will gather at an even more picturesque, impressively transformed Singapore skyline at Marina Bay. The unveiled cityscape will organically wrap itself around the bay, enfolding in its embrace a new city for many shared interactions and memorable experiences. It will be a 360 ha, dynamic, distinctive waterfront city in a garden setting with round-the-clock excitement and vibrancy. Marina Bay is fast becoming a place which offers new living and lifestyle options, where new business ideas and information are exchanged, and where visitors and the residents are hard pressed to choose from the myriad entertainment options.

As the Development Agency for Marina Bay, URA spearheads the development efforts, taking a holistic approach to planning and working with communities and partners to implement key infrastructure, and to carry out active promotion and place management for the area.



TOP STORIES IN THE SINGAPORE YEAR

Marina Bay Waterfront: By Popular Demand!

In the past year, Marina Bay has been a most popular venue for events such as the River Hongbao Festival, Singapore Skydive Festival, F1 Powerboat World Championship, WaterFest by the Bay and Singapore Fireworks Festival. When the Marina Barrage is completed in 2007 by the PUB, the Bay will be able to hold even more water-sports events, water-based activities and performances.

On 31 December 2005, more than 160,000 people ushered in 2006 at Marina Bay – one of the biggest turn-out spots among several countdown events that night. The New Year Countdown event, co-organised with the Esplanade, had 1,000 people, from all walks of life, pen their wishes for the new year onto spheres which were released into the Bay. The floating of wishing spheres will be a new New Year tradition at Marina Bay, one that brings together the elements of hope, light and water for a unique and awe-inspiring countdown experience.

Come 2007, the National Day Parade (NDP) will, for the very first time, find a new staging ground at Marina Bay. The NDP will take to the bay on a new floating stage, the centrepiece of a 30,000-seat multi-purpose facility which will also host other mass-spectator events such as concerts and sports competition.

The Bay came alive with the excitement of F1 Powerboat World Championship, Marina Bay Grand Prix 2005, opened by Minister for National Development Mr Mah Bow Tan (left).



Peeking a Few Pages Ahead...

More buzz is expected at Marina Bay as more developments emerge, literally in the horizon, over the coming three years. Three landmark projects will be among the many that will keep Singapore's skyline watchers transfixed: the **Singapore Flyer**, the **Marina Bay Financial Centre (MBFC)** and the **Marina Bay Sands Integrated Resort**.

Set to become one of Singapore's most recognisable attractions, the **Singapore Flyer** will be one of the first major projects to be completed in Marina Bay. It broke ground on 27 September 2005 and will be completed in early 2008. At a height of 165 m, it will offer its passengers breathtaking views of Singapore's cityscape.

Marina Bay will also soon be on its way to becoming a global business and financial hub as the **MBFC** kick-starts with a mega Phase 1 development of 244,000 sqm of Gross Floor Area (GFA). This is almost two-and-a-half times the minimum GFA required by the conditions of sale for the site to be built in the first phase, and more than half the total GFA for the entire MBFC site. This underlines the developers' strong confidence in Singapore's property market and in the Marina Bay endeavour. BFC Development Pte Ltd, a joint venture involving Cheung Kong (Holdings), Hongkong Land and Keppel Land, earlier won the tender for the MBFC site in July 2005. Singapore's new financial hub, estimated to complete its first phase of development in 2009 or 2010, will provide state-of-the-art office space integrated with quality housing and recreational facilities in a live-work-play environment.

From left: Artist's impression of the Singapore Flyer (source: Singapore Flyer Pte Ltd).

Artist's impression of the MBFC (source: BFC Development Pte Ltd – a joint venture by Cheung Kong (Holdings), Hongkong Land and Keppel Land).

URA, representing the Government of Singapore, and BFC Development Pte Ltd signed the Building Agreement for the MBFC site (Phase 1) on 25 October 2005.



At Marina Bay Sands IR, visitors can look forward to a spectacular light-and-water show from the rooftop of the ArtScience Museum and expansive views from the Sky Park (source: Marina Bay Sands).



On 26 May 2006, the 570,000 sqm (GFA) **Integrated Resort (IR)** site at Marina Bay was awarded to American casino-resort giant Las Vegas Sands in a hotly-contested race that attracted a number of major international investors. The unique design of the Marina Bay Sands will provide a memorable image for Marina Bay.

Distinctive design elements include the sculptural wave-like roof forms of the low-rise components fronting the Bay, the one-hectare SkyPark above the Hotel Towers and the ArtScience Museum which can be likened to a “welcoming gesture”. The grouping

of the three Hotel Towers, together with the SkyPark, forms a powerful silhouette and strong “gateway” image to Marina Bay. The overall composition of the buildings will blend well with the existing and future developments around the Bay, and will allow for expansive views to the city and the entire Marina Bay from the key approaches across the new bridge. Integrated planning of the site layout and pedestrian circulation will ensure that visitors can move about the development with ease.

Given its strategic importance, the land price for the Marina Bay

IR was, for the first time, fixed at \$1.2 billion when the Request for Proposal (RFP) was launched on 15 November 2005. Such a move gave proposers certainty over the land price, so that they can focus on coming up with the most compelling IR concept possible.

The proposals were evaluated on four criteria – tourism appeal and contribution (40%), architecture concept and design (30%), development investment (20%) and the strength of consortium and partners (10%). URA’s CEO Mrs Cheong Koon Hean chaired the Design Evaluation Panel. The Panel comprised established local and international architects who provided inputs in the evaluation of the architectural concepts and designs of the proposals as part of the evaluation process.

Noteworthy Numbers at the Marina Bay Sands IR

- three 50-storey hotel towers with 2,500 rooms
- 110,000 sqm of convention and exhibition space that could host up to 54,000 delegates
- one-hectare Sky Park above, connecting the hotel towers
- one ArtScience Museum
- a large event plaza that can hold 10,000 people
- two 2,000-seat performing theatres

TOP STORIES IN THE SINGAPORE YEAR

\$2 Billion Earmarked for Infrastructure

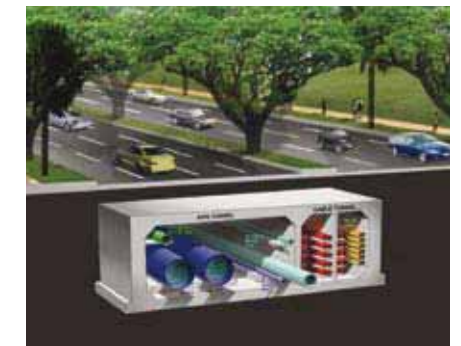
The Minister for National Development announced the building of a landmark bridge at Marina Bay on 6 March 2006. The **new vehicular and pedestrian bridge** will link the Bayfront area to Marina Centre enhancing connectivity around Marina Bay. Designed as a double-helix structure, the pedestrian component of the bridge scores a world's first in architecture and engineering design. Estimated to be completed by 2009, it will be Singapore's longest pedestrian bridge and offers a vantage point for all visitors to enjoy a panoramic view of the city skyline or watch events happening within the Bay. A consultant team, consisting of Australian-based COX Group, Arup Pte Ltd and Singapore's Architects 61, led by award-winning architect Professor Philip Cox, is behind the design of the bridge. It was selected following an International Design Consultancy that saw 36 teams submitting bids for the project.

The world's first 'double-helix' structure bridge at Marina Bay will have five viewing platforms located at strategic spots along the bridge (source: COX Group and ARUP Australia).



From left: Minister Mah Bow Tan making a tour of the completed Phase 1 CST in Marina Bay.

Cross-section of the CST showing the utility services housed within the tunnel.



To develop a sense of participation and ownership among the local community, an "Art Competition" based on the theme "Aspirations for Life in Singapore" was organised to select artworks by Singapore youths to be integrated into the design of the new bridge. The competition, which closed on 31 March 2006, attracted a total of 136 entries.

In addition, **Southeast Asia's First Common Services Tunnel (CST) Network** is being completed in phases to support the successful development and smooth functioning of Marina Bay. The CST will house electrical, telecommunication, water and Newater networks, including a district cooling system and a pneumatic waste collection system to be installed in the future.

With the CST, regular servicing of essential services can be carried out underground, minimising disruptions to traffic and services, and reducing noise and air pollution, while freeing up about 0.5 ha of land. The district cooling plant, located within the One Raffles Quay development, will centrally supply chilled water for the air-conditioning of buildings in the area. These will not only reduce cooling costs in the long term, but also encourage more attractive rooftops and a more beautiful roofscape for the Marina Bay area by ridding building rooftops of ugly cooling towers.

The first phase of the CST was completed in May 2006. Comprising 1.4 km of tunnels, it will serve developments within Marina Bay

such as One Raffles Quay, The Sail @ Marina Bay and the MBFC. The second phase of the CST, comprising 1.6 km of tunnels, will serve the IR and other developments in the Bayfront area. Construction work has commenced since September 2005 and is due for completion in 2009/2010.

The new developments at Marina Bay, such as the MBFC and IR, will be served by a new **Downtown Extension Line** to Singapore's rapid transit system. The line will include three new stations. When completed in 2012, the fully underground Downtown Extension will extend the rail network by another 3.4 km and offer seamless connections to and within the Marina Bay area.

TOP STORIES IN THE SINGAPORE YEAR

“City-in-a-Garden” in the Making

More than just skyscrapers and urban developments, the new downtown at Marina Bay will, by 2010, have 101 more hectares of gardens added in the form of **three new waterfront Gardens** at Marina South, Marina East and Marina Centre. Each featuring a distinctive design and character, these emblematic gardens will provide a pervasive garden ambience and a tranquil touch to the Bay. The gardens will form a public waterfront loop, and offer a scenic backdrop to take in water sports and waterfront recreation. National Parks Board (NParks) launched an international design competition on 20 January 2006 to seek world-class garden design ideas for Singapore’s Gardens by the Bay.

To create a multicoloured, multi-sensory environment at Marina Bay that will further enhance its image as a “City-in-a-Garden”, URA and NParks unveiled the Landscape Master Plan on 6 March 2006. Unique planting schemes will guide the tree and shrub planting along key routes, and within public open spaces in the Marina Bay area such that visitors get to enjoy lush greenery and shade in a beautiful garden setting.

From left:
Under the Landscape Master Plan, each district in Marina Bay will have its own colour scheme, e.g. the Central sub-zone next to the existing CBD will have a yellow/gold theme to reflect the future financial activities there.

Brightly coloured flowering shrubs will complement the wide-canopied raintrees along Sheares Avenue.

Different tree and shrub species will be used to differentiate the various districts, such as large canopy trees for a more formal character for the main boulevards; and smaller and lighter foliage trees to create a pleasant walking experience for pedestrians. While the form and colour of the tree crowns create distinctive images for each district, the colours and fragrances of blossoming flowers provide a delightful visual and sensory experience.



Insight Guide to the Marina Bay Brand

On 21 July 2005, Minister for National Development Mr Mah Bow Tan launched the new Marina Bay brand, as part of the efforts in building an identity for Marina Bay to promote both in Singapore and overseas. Extensive research and consultation with a diverse group of stakeholders over nine months showed that both the local and international audience were familiar with the “Marina Bay” name.



The Marina Bay logo is an elliptical symbol of three colours, each representing the different elements of the area. Orange represents “Explore” (live) and the vibrancy of life. Magenta represents “Exchange” (work) and networking and ideas. Green represents “Entertain” (play) where people can enjoy the waterfront activities and lush tropical gardens by the bay. Put together, they symbolise an integrated live-work-play environment providing a variety of living options and public spaces; state-of-the-art business and financial district alive with business opportunities and conference venues; and cafés, restaurants and dining, arts and cultural activities, shows and live entertainment. Blue in the centre of the logo represents the bay as a focal point for the area.

TOP STORIES IN THE SINGAPORE YEAR

Hard to believe, but the sprawling nutmeg plantations and fruit orchards that was Orchard Road were once prone to flooding and thus, relatively unpopulated and undeveloped.

Today, fashionable urban verandahs look out over the swanky malls and tree-lined boulevards. As you take a sip of designer coffee, the street below you comes alive with shoppers and buskers. Vibrant and bustling Orchard Road has evolved to become one of our popular, premier shopping destinations.

To become even more attractive, more colourful, more connected, and to be one of the world's greatest shopping streets, Orchard Road is all geared up for an exciting makeover that will delight its die-hard fans.

Orchard Road: Tales of the Hip and Happening

In the past year, three prime sites along Orchard Road have been released by URA as part of the plans to transform Orchard Road. The first to be launched for tender was the site at Orchard Road/Paterson Road (Orchard Turn). The tender was awarded to the successful bidder on 14 December 2005.

The Orchard Turn site, one of the most sought-after sites in Orchard Road, will house a signature retail mall offering shoppers a wide range of retail outlets and diverse shopping experiences as well as luxury residential apartments. The 53-storey landmark building with eight storeys of retail space will be linked to the Orchard MRT Station, and neighbouring developments such as Wisma Atria and Wheelock Place. Shoppers can also enjoy spectacular city views from the observation deck on one of the top floors of this tallest development along Orchard Road. A 3,000 sqm public event space at street level also makes the site an ideal venue to stage major festive events and celebrations.

From left:
Mr Raymond Kwok (Vice Chairman & Managing Director, Sun Hung Kai), Mrs Cheong Koon Hean (CEO, URA) and Mr Liew Mun Leong (President & CEO, CapitaLand) signed the Building Agreement for the Orchard Turn site on 13 March 2006.

Artist's impression of the Orchard Turn site.



The tender of the site, which drew eight bidders, was awarded to CapitaLand Retail Singapore Investments Pte Ltd and Gresward Pte Ltd (a wholly owned subsidiary of Hong Kong's Sun Hung Kai Properties Limited). The developers, who have engaged RSP Architects Planners and Engineers and Benoy Architects, envisage the development to be 'a high energy and high pulse arena' that glows like a beautiful lantern at night.

From left:
Artist's impression of the Somerset site (source: Far East Organization).

Artist's impression of the Somerset Central site.

Another new anchor retail development to be added is on the site at Orchard Road/Killiney Road (Somerset). Also made available through the Reserve List system on 30 March 2005, the site was awarded to Orchard City Pte Ltd on 20 January 2006. To facilitate commuter and shopper flow between the Somerset MRT Station and the surrounding developments, the developer will provide an underground shopping mall that will connect the development to Centrepoint Shopping Centre.

Following the successful sale of these two sites, a third commercial site at Orchard Road/Somerset Road (Somerset Central) was launched for sale by tender on 16 May 2006 after having been triggered for sale from the Reserve List. The latest addition, located at one of the main crossroads of pedestrian and commuter traffic, will enrich the shopping experience and generate added vibrancy to activities along Orchard Road. Stamford Canal will be decked over and transformed into an open pedestrian mall lined with shops and outdoor refreshment areas to provide a refreshing "street-like" shopping experience.

TOP STORIES IN THE SINGAPORE YEAR

Prime Sites to Encourage New Developments along Orchard Road

Site for Development	Site Area	Tendered Price
Orchard Road/Paterson Road (Orchard Turn)	1.8 ha of land above Orchard MRT Station and an adjoining 0.3 ha subterranean space below Paterson Road. Total GFA: 125,726 sqm	\$1.38 billion
Orchard Road/Killiney Road (Somerset)	0.66 ha of land and 0.23 ha of subterranean space below Orchard Road. Total GFA: 36,045 sqm	\$421.1 million
Orchard Road/Somerset Road (Somerset Central)	0.7 ha of land above Somerset MRT Station. Total GFA: 39,410 sqm	\$617.2 million

New guidelines on outdoor refreshment areas, including second-storey verandahs for alfresco dining, have also been introduced to encourage more street life and further energise the Orchard area. Incentives were also given to encourage building owners to upgrade their developments and expand their shopping podium up to their boundaries so that shoppers can have more shopping space. As a result, alfresco cafés and eye-catching pop-out façades have sprung up along Orchard Road.

To encourage bold, innovative redevelopment proposals along Orchard Road, the Orchard Road Development Commission (ORDEC) was set up on 4 July 2005. Proposals that innovatively create a positive impact on Orchard Road and our city will be supported with development incentives and allowed to deviate from existing planning parameters, upon the ORDEC's recommendation.

From left:
A more vibrant Orchard Road with more outdoor kiosks and outdoor refreshment areas.

More street life with new urban verandahs.

Facing page:
Artist's impression of the Singapore Arts School and its tropical urban plaza (source: WOHA Designs).



The Bras Basah.Bugis area is on its way to becoming Singapore's Arts, Cultural, Learning and Entertainment hub – a dynamic educational and entertainment destination replete with cultural and artistic activities, complemented with an eclectic mix of bright lights, animation and sounds.

Bras Basah.Bugis: Chronicling the Bustle and the Buzz

Launched for tender on 18 January 2005, the Urban Entertainment Centre (UEC), a designated entertainment site on Victoria Street, was awarded to Jack Investment Pte Ltd on 4 July 2005 at a cost of \$46 million. The UEC site marked many firsts in the history of government land sale. It was the first time URA offered a sale site that is dedicated predominantly to entertainment uses. Also, it was the first tender site to be evaluated under a "two-envelope" system, where the concept of the development had to be found acceptable before the price envelope was opened for consideration. Another "first" was the fact that tenderers had the flexibility to bid for the site for either a 30 or 60-year lease, to help them lower upfront investment costs and cater to the different market needs.

Some of the dazzling attractions which the developer has planned include thematic restaurants, cabaret theatres, discotheques, comedy and jazz clubs. The glitzy development will also house the latest arts and entertainment facilities such as an art gallery and TV production studios. To inject more buzz to the local arts scene, local productions and performances will be staged here as well.

According to its designer WOHA Architects, the 16-storey UEC will boast an open-roof terrace for late-night revelry and entertainment, an interior packed with a range of sensory stimulants that will wow its visitors, and a boldly illuminated façade that will give the building an electrifying feel of energy and vigour.

The Bras Basah.Bugis area is also home to city campuses and art schools such as Singapore Management University (SMU) and Nanyang Academy of Fine Arts. The new campus for LaSalle-SIA College of the Arts is expected to open in 2007 and Singapore's very first pre-tertiary Arts School is expected to be completed by 2008. To encourage a live-in community of students, thus bringing youthful energy to the area, three blocks of former HDB flats at Short Street are being converted into hostels for SMU students. The student housing is expected to be ready by end 2006. URA is also currently working with various agencies to offer more student housing in the area by introducing new developments on vacant State land or through adaptive reuse of existing buildings.

TOP STORIES IN THE SINGAPORE YEAR

To be a city of distinction, with memorable architecture and urban design, there must be constant encouragement and impetus to produce works of distinction, as well as a greater appreciation of beauty and quality among the public at large. URA has stepped up its promotional efforts to encourage an active design culture, through the provision of incentives, hosting of world-class architecture exhibitions and talks by eminent designers, and by organising design competitions.

A Diary of Excellence

In recognition of the importance of architectural and urban design excellence in creating a distinctive city, a \$3 million **Architecture & Urban Design Excellence (A•UDE) Promotion Programme** was launched on 4 April 2005 to co-fund private initiatives that promote architectural and urban design excellence. Out of the 18 proposals from 12 applicants in the first application cycle, two were selected to receive funding. The first is a research project on “Our Modern Past: Singapore’s Architectural History 1920s to 1970s” by Singapore Heritage Society. The second is an exhibition of the works of two of our local architects, W Architects and WOHA Architects, in AEDES Gallery, Berlin and The URA Centre.

In recognition of Singapore’s best designers and design, the **President’s Design Award** was launched on 2 September 2005. The prestigious national design award, which recognises the achievements and contributions of design talents in various fields – including architecture and urban design (A&UD) – aims to spur our designers to greater heights. The Award for A&UD seeks to encourage high quality developments that will help shape Singapore into a distinctive city. The annual Award which is administered by DesignSingapore Council and URA, opened for public nomination on 14 November 2005.



The “Singapore 1:1 (City)” exhibition was launched by President S R Nathan and curated by Dr Wong Yunn Chii from Department of Architecture, School of Design and Environment, National University of Singapore.



From left: “Alice in Wonderland” by Salvador Dali is among the artworks to be brought in by Wheelock Properties, the first developer to take advantage of the Art Incentive Scheme.

Mr Luca Molinari, architect and curator of the “Gold Medal for Italian Architecture” exhibition, explained how good design can be part of everyday life.



To help create a more beautiful, lively and memorable urban landscape through sculptures and works of art, URA also introduced the **Art Incentive Scheme** on 2 September 2005. Under this scheme, developers who integrate works of art within their new developments may enjoy up to two percent of additional GFA. It applies to new developments within key activity and commercial areas in the City Centre, such as Marina Bay, Orchard Road, Singapore River and Civic District, on the condition that the art works be placed in areas easily accessible and visible to the public. Wheelock Properties became the first developer to join the scheme by bringing in four sculptures to be incorporated into the redevelopment of Scotts Shopping Centre and The Ascott.

URA’s largest exhibition of the year, **Singapore 1:1 (City) – A Gallery of Architecture and Urban Design** allowed visitors to walk through the gallery, as if strolling through our city centre and admiring some of the most significant buildings and public spaces completed in the last 40 years. The city itself is a life-sized, 1:1 full-scale showcase of architecture and urban design gems. Opened by President S R Nathan on 14 November 2005, the exhibition featured a selection of 60 wide-ranging works, reflecting the diversity and creative energy of architectural talents in Singapore. The exhibition generated greater awareness and appreciation of our urban environment and how the works contribute to making our city more distinctive. URA also co-produced a four-part television documentary featuring the selected works and the stories behind them told by the architects themselves. The documentary, titled “City Lights”, was broadcast locally and regionally on ChannelNewsAsia.

To further promote awareness and appreciation of good architecture and urban design, URA also brings in exemplary works by foreign architects. The world-travelling **Gold Medal for Italian Architecture** exhibition made its first Asian stop in Singapore on 8 April 2005. Presented by URA, Italian Chamber of Commerce (Singapore), Milan Triennale, in collaboration with Italian Cultural Institute and DesignSingapore Council, the exhibition showcased the best of contemporary architecture built across Italy between 1995 and 2003. Curated by Mr Luca Molinari, it illustrated how good design can be applied to “everyday life” developments, such as a linear park, an incinerator plant and a viaduct.



Lighting Up the Skyline

The right lighting can enhance the design of a building. By appropriately enhancing its architecture features at night, lighting not only gives a building a greater presence, but – collectively – also helps to develop a signature image for the city.

To enhance Singapore's skyline and city waterfront, Minister for National Development Mr Mah Bow Tan announced a lighting plan for the Central Business District and Marina Centre on 24 March 2006. The plan will guide building owners in incorporating lighting to highlight the building crown, façade and main architectural features of their developments.

Singapore's night skyline is set to dazzle as building owners now have greater incentives to light up their developments, as URA offers up to two percent additional GFA for new developments and redevelopments that incorporate night lighting. Existing building owners can also apply for a cash grant of up to \$500,000 to defray half of the capital cost of lighting design and installation. A \$10 million fund has been set aside to be used over five years.

TOP STORIES IN THE SINGAPORE YEAR



If each significant old building in Singapore is a precious time capsule that bears witness to a chapter in our history, then together, Singapore's conserved buildings are the living memoirs of our past.

Memoirs of a Charming City

Despite the land constraints in a small city-state like ours, some 6,500 buildings island-wide have been conserved over the past two decades. On 24 March 2006, another 203 units within the Syed Alwi Road area were approved for conservation, completing the protection of the important historical streetblocks that link up Little India and Jalan Besar conservation areas. Rich in culture, history and architectural heritage, the Syed Alwi Road area is a key heritage attraction for both locals and visitors.

The conservation, which followed a comprehensive public consultation with the affected building owners, would allow the area to continue to thrive and throb with a vibrant community life, adding to the distinctive character of our city.

From colonial and pre-war buildings, URA has moved on to also identify significant post-war buildings for conservation which are symbolic of our early nation-building years. Shophouses built in the 1950s and 1960s at Upper Circular Road were

among the first post-war buildings to be gazetted in 2004. On 26 September 2005, a few more were added to the list. These include (from top left):

- Church of the Blessed Sacrament
- Former Jing Hwa Cinema, now Fairfield Methodist Church
- Former Jurong Town Hall
- Former school hall of Anglo-Chinese School, now National Archives of Singapore

Other Buildings Conserved in the Past Year

Tanjong Katong Road	8 Apr 2005
Beaulieu House @ Sembawang Park	8 Apr 2005
Southern Ridges	9 Jun 2005
Tudor Court	15 Jul 2005
235 Cantonment Road	28 Sep 2005
The Seventh-Day Adventist Church @ 120 Balestier Road	25 Nov 2005
Singapore Hakka Methodist Church @ 1-B Evelyn Road	25 Nov 2005
Khong Guan Factory	27 Dec 2005



NEWSFLASH!

On 13 July 2006, URA was conferred the prestigious Urban Land Institute (ULI) 2006 Award for Excellence: Asia Pacific for Singapore's conservation programme. The ULI is an international non-profit education and research institute. The Singapore's conservation programme was selected for its successful public-private partnership and comprehensive and market-oriented approach to conserving heritage districts. Being an integral part of city planning, Singapore's conservation efforts have helped to retain a sense of history in our urban landscape while creating a unique, charming home for Singaporeans that reflects both the new and old.

The Architectural Heritage Awards on 26 September 2005*

Category A

(for fully conserved buildings)

Clockwise from top left:

- 85 Sultan Gate
(Malay Heritage Centre, a former royal palace)
- 33 Erskine Road
(The Scarlet, a boutique hotel)
- 3 Fullerton Road
(Waterboat House, a maritime landmark)
- 2 Bukit Manis Road
(Spa Botanica, a former colonial barracks)



Category B

(for conservation projects which innovatively integrate old and new elements)

From left:

- 63 & 65 Emerald Hill Road, a pair of residential terrace houses
- 152A-152J & 152-164 Tembeling Road (Sandalwood, an integrated residential project in Joo Chiat)

Since 1995, URA has been giving out the annual Architectural Heritage Awards (AHA), which recognise well-restored monuments and conservation buildings in Singapore. In honouring building owners, developers and contractors who have contributed to our trove of heritage treasures, URA hopes to inspire even more to achieve better quality restoration and architectural excellence.

While more heritage buildings are identified for conservation and restoration, the guidelines for conservation are also constantly reviewed to ensure they remain relevant. In 2005, URA and the Singapore Institute of Architects jointly carried out a comprehensive review of conservation guidelines. To gain a deeper insight into how the industry perceived the prevailing guidelines, additional dialogue sessions were held with owners/developers, architects, engineers and contractors who frequently submit conservation development applications. Responding to the concerns raised, some guidelines were revised and new guidelines were introduced with the aim of allowing flexibility for innovative adaptive reuse of old buildings while protecting key architectural elements.

With effect from 26 September 2005, the change of use guidelines for core areas in the Historic Districts of Chinatown, Kampong Glam and Little India have been revised, to the delight of the business operators. URA consulted stakeholders such as the Citizens' Consultative Committees, business associations,

Singapore Heritage Society and Singapore Tourism Board (STB), who supported URA's proposed modifications to the guidelines.

Under the revised guidelines, service shops will now be allowed on all storeys of buildings in the core areas. This will contribute to the vibrancy of the street and bring greater convenience to the residents. Moreover, health centres are now allowed on the upper storeys of Chinatown (Kreta Ayer) and Little India core areas; while bars and pubs are allowed on the upper storeys of Chinatown (Kreta Ayer) core area. Such relaxation of guidelines will help to draw more young people to the core areas and enliven the areas particularly at night. At Telok Ayer, as the uses of the shophouses have evolved towards small businesses and office set-ups, it is now excluded as a core area, allowing more focused activities in the single-core area in Chinatown, Kampong Glam and Little India respectively.

While some guidelines have been relaxed to respond to new market needs, others were tightened at the request of stakeholders in order to preserve the ethnic character of the area. For example, bars, pubs and

nightclubs are still not allowed in the Kampong Glam area. The exclusion boundary has been extended to Sultan Gate, Kandahar Street, Pahang Street, Aliwah Street and Haji Lane.

Ten land parcels of unrestored conservation shophouses located along North Bridge Road and Beach Road were sold at a public auction on 17 May 2005. Such shophouses proved to be popular as a second auction, held on 8 March 2006, drew even stronger bidding. The 11 land parcels, located along North Bridge Road and Jalan Pinang, fetched even higher prices when they were launched for sale. All the shophouses are zoned for commercial use and on 99-year leases.

With these land parcels sold, the face of Kampong Glam looks set to change, capitalising on its historic charm to inject even more buzz to the area.

From left:
Shops along Pagoda Street, within Chinatown's core area.

Popular shophouses at Kampong Glam.



Getting Singapore More Aware of its Built Heritage

New Kampong Glam Walking Map Launched

URA launched another walking map in September 2005, this time on the Kampong Glam Historic District. Produced in collaboration with Malay Heritage Centre, National Heritage Board and Singapore Tourism Board, the handy guide will enable visitors to better explore and appreciate the area's distinctive charm. The walking map, as well as the earlier-published walking maps of Katong/Joo Chiat and Bras Basah/Bugis, are downloadable from URA Online.



New Heritage Stamps

Beautifully-restored shophouses at Kandahar and Bukit Pasoh were featured in the first-ever joint stamp issue between Singapore and Belgium. The stamp issue also featured the Belgian Centre for Comic Strip Art and Museum of Musical Instruments, highlighting the different historical architectural styles in the two countries. To further raise awareness of our architectural heritage, URA showcased the different shophouse types and styles at the Stamp Exhibition and Belgian Fair from 9 to 11 September 2005 held in conjunction with the launch of the joint stamp issue.

Source: Singapore Philatelic Museum

Urban Villages Coins

Following the successful collaboration between URA and the Monetary Authority of Singapore, the second series of Singapore Identity Plan Coins was launched in November 2005. Commemorating URA's Identity Plan, which aims to preserve the uniqueness of places that are close to Singaporeans' hearts, this series of coins features the Urban Villages – Anak Bukit, Coronation, Jalan Leban & Casuarina Road, Springleaf and Thomson Village. Their close location to the Central Water Catchment, coupled with their low-rise, small-side, village-like qualities give them a distinctive character.



Source: The Singapore Mint

Long-term and integrated planning has made Singapore the most liveable city in Asia. To further promote Singapore as an attractive city to visit, work and live, as well as to raise the profile of its investment opportunities, URA participated in some prominent international events in the past year.

Sharing the Singapore Story with the World

In September 2005, URA's CEO Mrs Cheong Koon Hean was the keynote speaker at the Urban Land Institute (ULI) Global Investment and Development Forum in Los Angeles during which she shared Singapore's experience in city planning and how a long-term and consultative approach has helped realise our vision.

The ULI further collaborated with URA to organise an inaugural International Waterfront Development Conference on 3-4 October 2005 in Singapore, where the latest trends and practices in the design, development and implementation of waterfront projects were discussed through city case studies.

At the Cityscape Conference in Dubai, URA's Chief Planner and Deputy CEO (Physical Planning and Conservation & Urban Design) Mrs Koh-Lim Wen Gin introduced Marina Bay to the potential investors and developers from all over the world.

Singapore became the first South East Asian country to be invited to participate in the prestigious Sao Paulo 6th International Biennial of Architecture and Design in October 2005. URA co-presented with DesignSingapore Council a multimedia presentation "Singapore: 699.1 sq km" about Singapore's urban planning efforts. The film depicts how the city-state provided for the needs of a nation within the constraints of a small island of 699 sq km.

In March 2006, URA participated at the Marche International des Professionnels de L'Immobilier (MIPIM) event in Cannes, France to promote Marina Bay and present new investment opportunities. MIPIM is the world's premier real estate conference and exhibition, attended by more than 20,000 trade professionals. Besides showcasing the vision for Marina Bay, URA also highlighted the Central Promontory, Clifford Pier and Somerset Central sites as new investment opportunities. Director (Land Administration) Mr Choy Chan Pong gave a presentation at the event, highlighting the recovery of the Singapore property market and the investment opportunities in Singapore. BFC Developments Pte Ltd and City Developments Ltd joined URA to showcase the MBFC and One Shenton Way projects respectively.



From left:
The "Singapore: 699.1 sq km" returned home for the local audience in April 2006 after being exhibited at the 6th Sao Paulo Biennial of Architecture & Design 2005.

URA's Chief Planner & Deputy CEO (Physical Planning and Conservation & Urban Design) Mrs Koh-Lim Wen Gin spoke at the Cityscape Conference in Dubai.



CO-AUTHORING
STRONGER PARTNERSHIPS



Partnerships are forged in **the meeting of visions**, and sustained in journeys travelled together. We reach out as long-term partners – in building ties, in continuing dialogues, in meaningful interfaces – to create and develop an environment within which you'd love to live, work and play.

CO-AUTHORING STRONGER PARTNERSHIPS

URA believes in taking the initiative in forging stronger ties with the public and with our partners. Whether coordinating the release of State land to meet planning objectives, or enhancing the environment through implementation of infrastructure, we are constantly mindful of the need to consult and connect with our community and partners. Through these enriching and positive interfaces, we are able to provide a more relevant pro-business environment and be more able to ensure an efficient and effective development control process.

Reports on Successful Land Sales

For the Financial Year from April 2005 to March 2006, URA sold a total of eight vacant land parcels and 22 shophouses on behalf of the State. The information of the sites is as follows:

Sites sold from April 2005 to March 2006

Location	Type of Development	Estimated Site Area (ha)	Maximum Gross Floor Area (sqm)
Urban Entertainment Centre at Victoria Street	Commercial	0.89	26,760
Business and Financial Centre at Marina Boulevard	Commercial	3.55	438,000
Orchard Road/Paterson Road (Orchard Turn)	Commercial	1.86	125,730
Orchard Road/Killiney Road (Somerset)	Commercial	0.66	36,050
Alexandra Road/Tiong Bahru Road	Residential	0.97	47,740
Alexandra Road/Leng Kee Road	Industrial	0.50	12,580
Woodlands Avenue 4/Woodlands Industrial Park E5	Industrial	1.05	10,550
Woodlands Industrial Park E2/E9	Multi-storey Driving Centre	1.55	15,520
Kampong Glam	Commercial	22 shophouse units	



Artist's impression of the possible future development at the Collyer Quay site.

Other than the sites sold, URA has also made available other sites for sale to meet various development objectives and market demand and will continue to do so for the rest of 2006. Some key sites include:

- A 2.67 ha site at Collyer Quay consisting of the Clifford Pier and Customs Harbour Branch Buildings and surrounding waterways was released for tender in June 2006 for a mixed-hotel and commercial development that will form part of the necklace of attractions along the waterfront of Marina Bay. The existing buildings on the site are to be conserved and the tender will close in October 2006.
- Another 0.73 ha site at Somerset Road (Somerset Central) was added to the Reserve List. Together with the other two sites at Orchard Turn and Somerset sold earlier, the variety of shops along Orchard Road will be enhanced.
- Nine new hotel sites will be made available in 2006 to offer a variety of locations for hotel developments needed to cater to STB's projection of 17 million visitor arrivals by 2015.
- A 3.5 ha site at Beach Road which includes the former Beach Road Camp Buildings and the Noncommissioned Officers' Club will be released for tender in December 2006. The site is earmarked for a mixed commercial development with prime office space and high-end hotel rooms that will be directly connected to the new Esplanade MRT Station. The existing buildings are to be conserved.

- In response to the Committee on Ageing Issues' recommendation for the Government to facilitate the development of retirement housing by the private sector, URA has helped to identify a site at Jalan Jurong Kechil and work out specific development parameters to facilitate the development of retirement housing on the site. It has been added to the Reserve List for the second half of 2006 on a 30-year lease. To give developers more flexibility, the site can also be developed for conventional housing.

CO-AUTHORING STRONGER PARTNERSHIPS

We have also been hard at work linking up Singapore's Southern Ridges. And it is all for the enjoyment of the many nature lovers who visit there regularly. Soon, visitors to this natural haven will be walking from ridge to ridge, enjoying the unobstructed scenic views and lush greenery, away from the hustle and bustle of the city.

Under URA's Identity Plan, the Southern Ridges, consisting of Mount Faber, Telok Blangah and Kent Ridge, will be connected to create a continual nine-kilometre chain of ridges. These new connectors will make it possible for visitors to easily access the chain of hills to walk, jog, cycle, explore the natural parks, unwind and enjoy panoramic views from a new vantage point.

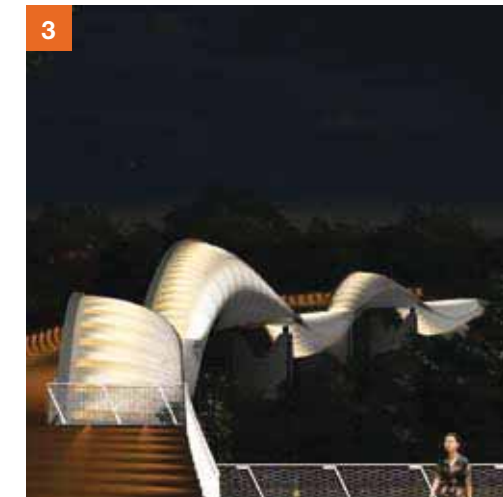
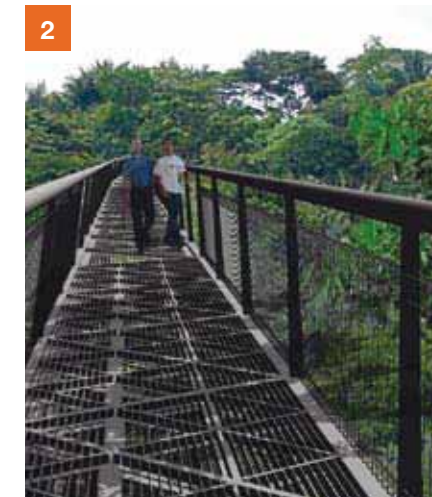
The infrastructure works for the Southern Ridges kicked off with the construction of Alexandra Link, which comprises a 1.6 km elevated walkway from Telok Blangah Hill Park to an 80 m long bridge across Alexandra Road. Mr Lim Hng Kiang, Minister for Trade and Industry and Advisor to Telok Blangah Grassroots Organisations, launched the construction on 23 April 2006 at Telok Blangah Hill Park. This development will bring one of Singapore's most unusual and scenic attractions right to the doorsteps of the residents in the vicinity.

Besides Alexandra Link, the construction of Henderson Crossing, a 270 m long bridge that spans across Henderson Road to connect Telok Blangah Hill Park to Mount Faber Park, will also start later in 2006. At Mount Faber Park, an 800 m long nature-trail which will take pedestrians from the Harbour Front MRT Station right up to the cable car station at Mount Faber, is already underway.

When the bridges and nature-trail are completed by the end of 2007, visitors will get to enjoy another recreation destination that offers a relaxing, beautiful experience amid nature's bountiful wonders.

Facing page:

1. The Alexandra Link, designed by Look Architects, is inspired by the "mile-a-minute" plant, whose leaves are shaped like triangles, to relate to its natural surroundings.
2. The Alexandra Link also includes a 1.6 km elevated meandering walkway leading to Telok Blangah Hill Park.
3. The 270 m long Henderson Crossing will connect Telok Blangah Hill Park to Mount Faber Park.
4. The 800 m long nature-trail will take pedestrians from the Harbour Front MRT Station all the way to the cable car station at Mount Faber.



CO-AUTHORING STRONGER PARTNERSHIPS



The ground breaking ceremony for Warehouse Retail Scheme's pioneer projects.

Notable Newsclips

Under URA's **Warehouse Retail Scheme (WRS)**, Courts (Singapore) Limited, Dairy Farm and IKANO Pte Ltd (IKEA Singapore), familiar household names here, will now open new flagship stores in Tampines – injecting vibrancy and fresh shopping experiences to the retail scene in the eastern part of Singapore. Pioneers under the WRS, these retailers will benefit substantially from operational and cost efficiencies resulting from the synergistic co-location of operations. The ground breaking ceremony on 18 November 2005, where the building designs for these pioneer WRS projects were unveiled, was officiated by Minister for National Development Mr Mah Bow Tan.

Introduced in April 2004 to encourage companies to establish regional operations in Singapore, the WRS allows companies with integrated business models to combine and operate their regional headquarters, retail, warehousing and industrial activities under one roof on the same industrial site. Given the greater flexibility in land use, the three warehouse retailers will jointly occupy the 9.3 ha site in Tampines where integrated facilities will house the companies' regional activities as well as their flagship retail activities.

URA revised the **Development Application (DA) fee structure** starting 1 August 2005 to allow fee charges to be pegged to the intensity and complexity of a development instead of its site area. This pro-business initiative by URA ensures that fees are charged depending on the complexities of the development proposals to commensurate with the resources needed to process such proposals.

Instead of a flat fee approach, a new tiered fee structure has also been adopted for conservation DAs. The processing fees for conservation buildings, unless they are unrestored buildings going for first time restoration, will be lowered by 20% to 40% to facilitate businesses and to reduce the costs for owners of heritage buildings.

URA responded to the industry's request to streamline the fees for **waivers to development guidelines** and provided an avenue for property owners to make personal representations for their waiver request. In the past, written waiver request could only be considered after a formal DA is made. If the waivers were not supported, applicants would have to pay a flat fee of \$2,400 or \$2,500 for subsequent resubmission regardless of the number of waiver items. From 6 March 2006, waiver fees are charged on per waiver category basis and this means lower waiver fees if there are less waiver items. Applicants now have the option to either submit a written waiver request after making a formal submission with the waiver fees; or make a face-to-face representation to a new **Development Facilitation Committee (DFC)** chaired by Director (Development Control) at a fee. The DFC gives the applicants an opportunity to clarify issues or provide additional information, and will respond to the waiver request at the meeting itself. The DFC formally conveys the decision to the applicant within the next working day. The DFC may even consider waiver requests prior to a formal DA, thereby expediting the approval process and in some cases, facilitating lodgement of plans for immediate approvals.

A new GFA Verification Service now provides a 'short-cut' for developers to verify the GFA of a development. Launched on 1 August 2005 by URA, this new service does away with the need for GFA verification to be tied to DAs. Under the old scheme, the GFA verification for a DA would be carried out within three months after URA released the Written Permission to the applicant. The new GFA Verification Service allows applicants to verify GFA at any time without having to submit a formal application. The information from the verified GFA will enable the applicant to make an informed decision on whether he can further intensify the existing building with or without incurring development charge. The verified GFA will be conveyed within one to two months from the date of receiving the application.

A new Range-Based Car Parking Standard (RCPS) introduced by URA and the Land Transport Authority allows developers to provide up to 20% less car parking space than the previous car parking standard. This allows developers to set aside less space for car park lots in their developments and reap more cost savings. Developers now have greater flexibility in deciding the optimal car parking provision based on operational and business considerations, and improve the use of space within a development. The new standard, which took effect from 15 December 2005, applies to all new non-residential developments island-wide and residential developments within the Central Business District, Marina Bay, and those within a 400 m radius of all MRT and LRT stations.

Student hostels guidelines have been further relaxed since 5 September 2005. Previously, only single-owner buildings were allowed to operate student hostels. Under the new guidelines, strata-divided residential flats with multiple owners can now be also converted to student hotels. Moreover, the conversion can be applied to flat units on a "per floor" basis, provided it does not inconvenience the other residents in the development. The relaxation in guidelines, in response to feedback from student hostel operators, is a move towards collaborative efforts with the operators to achieve a win-win outcome, offering more options for accommodation facilities for full-time students, while ensuring that the amenity to the residents is safeguarded.

Relaxed guidelines for student hostels to provide more accommodation facilities for full-time students.



CO-AUTHORING STRONGER PARTNERSHIPS

Representatives from both public and private sectors gathered at the fourth POWER session to review and feedback on change of use guidelines for entertainment and F&B establishments.



URA has been conducting POWER (Public Officers Working on Eliminating Red-tape) sessions since 2002 to ensure that our guidelines remain relevant and meet the needs of our stakeholders, and to help participants better appreciate the diverse and sometimes conflicting needs and demands of the different interest groups which URA has to balance when planning for Singapore.

The fourth POWER session was held on 16 April 2005 where 48 entertainment and food & beverage (F&B) business operators and neighbourhood committee, chairpersons and representatives gathered at URA to review 13 change of use guidelines for entertainment and F&B establishments. Representatives from relevant private and public organisations such as the Institute of Estate Agents, Association of Property & Facility Managers, National Environment Agency and Public Entertainment Licensing Unit were also present to give their inputs on the guidelines. Compared to the earlier three POWER sessions, this session marked the first time more laypersons and end users (i.e. business operators and local residents) than professionals were involved, so that views from the grounds were heard. Having such a balanced representation of views also helped us to better facilitate business operations without compromising the environment of residents living nearby.

The consultation forum was well-received and fruitful. A total of 20 recommendations were submitted by the participants, out of which eight, or 40%, were accepted for immediate implementation; and nine were further studied as they involved other government agencies. Nine general feedback were also submitted. Over 80% of the participants felt that POWER was an effective platform for them to share their views on how URA guidelines can be improved.

Singapore has shaped itself up to become Asia's most liveable city, according to the 2006 Quality of Living Survey produced by Mercer Human Resource Consulting. While the annual survey was geared towards expatriates, URA's first Lifestyle Survey focused on the satisfaction levels on the lifestyle needs of both Singaporeans and Permanent Residents (PR).

The Lifestyle Survey, conducted over a period of two years from 2002 to 2004, with a sample size of 4,158, showed a majority (over 80%) of the respondents being satisfied or very satisfied with public transport, shopping and entertainment facilities found in Singapore. The survey also sought respondents' feedback on housing variety, leisure habits, and lifestyle aspirations. The feedback on social and physical aspects of the living environment and leisure opportunities provided a gauge of the impact of URA's planning for our city and will be taken into consideration in future strategic physical planning.

Listening in on Local Lifestyles

- About 67% of the respondents were pleased that there is sufficient housing variety to meet their needs;
- The youths and young adults surveyed felt that there could be a lot more shopping variety, especially niche shopping places;
- About 33% of youths and young adults surveyed called for more 24-hour entertainment facilities especially during the weekends;
- Wet markets and hawker centres were highly ranked among all age groups as important basic facilities;
- Most of the respondents ranked parks and open spaces as fairly important, with about 50% of the elderly and matured adults surveyed wanting more nature areas to be provided.

- URA Lifestyle Survey -

67% of respondents were pleased that there is sufficient housing variety to meet their needs; and most of the respondents ranked parks and open spaces as fairly important.



People are what make a story worth listening to. And this is especially so, in our story of excellence. We're always fully behind our staff – in honing their skills, in learning new things, in growing and innovating – so that they can feel challenged and fulfilled in their roles, and finally arrive at their full potential.



KEY CHARACTERS IN THE STORY OF EXCELLENCE



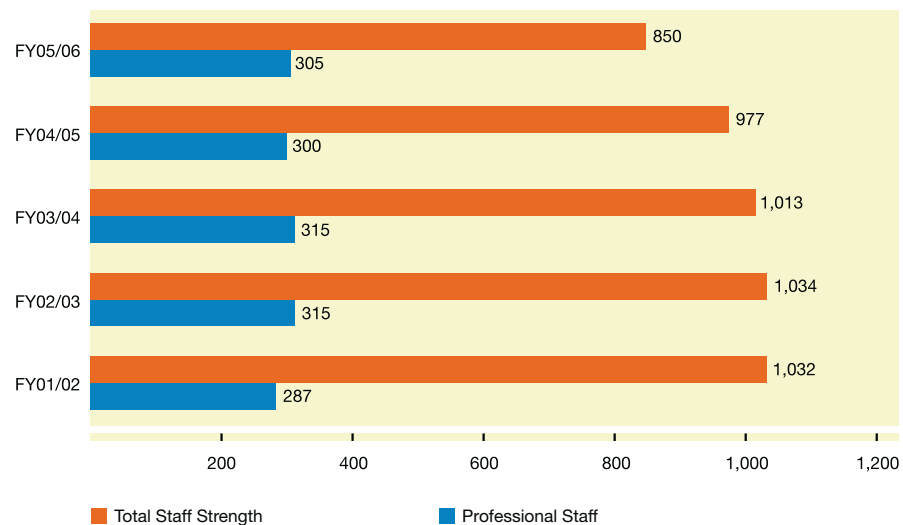
KEY CHARACTERS IN THE STORY OF EXCELLENCE

It takes many hands, many years to achieve a measure of excellence. And to this end, URA has inculcated a culture where staff strive for excellence in everything they do, including delivering good service to both external customers and internal colleagues. While constantly seeking new and better ways to do our work, staff are also nurtured and empowered to innovate and grow. A happy organisation is anchored on a conducive environment that encourages learning, sharing and also fun. URA's employee opinion survey conducted in 2004 indicated that 93% of staff felt that URA is a good organisation to work in. This is important because, the key characters in the URA story, really, are our high-energy and highly-motivated staff.

An average of 850 staff were employed by URA in Financial Year 2005/2006 (FY05/06), out of which about 36% were professional staff.

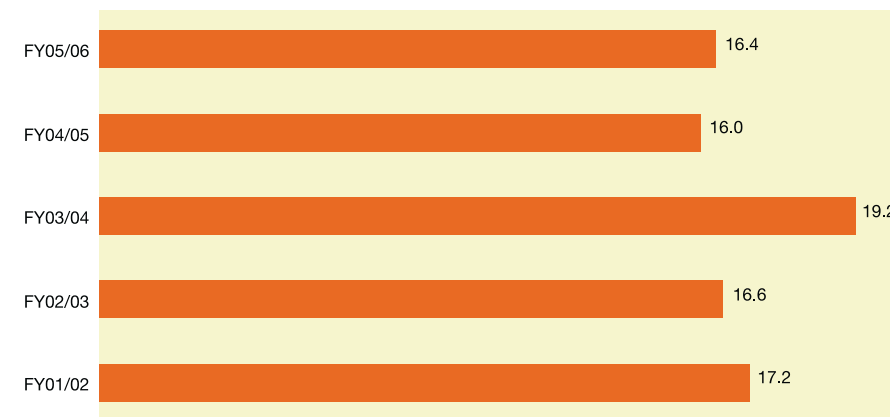
The reduction in staff strength compared to FY04/05 was due, largely, to an outsourcing exercise during FY05/06. From 1 August 2005, URA had outsourced the car parks enforcement patrolling function to a private service operator. This was in response to the Government's call for public agencies to outsource non-core functions that could be more cost effectively performed by the private sector. Prior to the outsourcing, URA had worked closely with the Singapore Urban Redevelopment Authority Workers' Union (SURAWU) and the National Trades Union Congress (NTUC) to find suitable alternative employment for the affected staff. This was done through organising job fairs and sponsoring retraining programmes to help staff upgrade their skills. Of the 102 URA parking wardens who were affected, most found employment with the new service provider as well as other companies. The affected staff were appreciative of the care and sensitivity taken by the Management in the exercise.

Proportion of Professional Staff against Total Staff Strength



URA believes that the learning and development of staff is critical in equipping them with the necessary knowledge and skills to do their work as well as to ensure they remain relevant and employable. Being a People Developer Standard organisation, URA carries out a variety of training and development programmes catered to each individual staff's needs. Besides attending training courses, overseas seminars and study trips to hone their skills and broaden their knowledge, staff also get to hear the personal leadership experience of successful business leaders at the Leadership Lecture Series. Last year, URA had the privilege to invite Mr Kenny Yap (Chairman and Managing Director of Qian Hu Corporation Ltd) and Dr Jannie Tay (Vice Chairman of The Hour Glass Ltd and Chairman of Essential Lifestyle Group Pte Ltd) to shed light on their successful career stories. On average, each staff achieved about 16 training man-days.

Training Man-Day per Officer



From left: Mr Kenny Yap shared his experience as an Asian Entrepreneur, while Dr Jannie Tay spoke to staff about succeeding in global business through global learning.

Staff on a study trip to Sydney as part of the Advanced Planning Course.

KEY CHARACTERS IN THE STORY OF EXCELLENCE

Since 1982, the URA Scholarship Programme has attracted talents to pursue studies in disciplines like architecture, geography and town/urban planning. These individuals were nurtured to form a strong multi-disciplinary team to take on URA's work challenges. In FY05/06, three undergraduate scholarships at both local and foreign universities were awarded.

This year, 30 of our staff did URA proud by winning the national Excellent Service Award (EXSA) 2005, conferred by SPRING Singapore and seven leading industry associations on individuals who had delivered outstanding service. Two of our staff also received the coveted 2005 PS21 STAR Service Award, in honour of their exemplary delivery of good service to the public, by going the extra mile. The winning of the awards speaks volumes of URA staff's commitment in achieving service excellence.

It was also a boost for URA's innovative culture when we won three Silver Awards at the National Innovation & Quality Circles Conventions in 2005 for innovative WITs (Work Improvement Teams) projects which resulted in greater flexibility and convenience for our customers. Indeed, we pride ourselves as an idea organisation, having yet again achieved full participation in Staff Suggestion Scheme (SSS) and WITs for FY05/06. An average of 3.03 WITs projects were completed by each team. The amount of savings as a result of suggestions implemented also improved by 95% in FY05/06 compared to FY04/05.

For all its work in taking care of staff developmental needs and welfare, URA has been recognised in many ways. For the third time, URA has been conferred the National Servicemen's Employers Award by the Ministry of Home Affairs in August 2005. The Award was a recognition and appreciation to employers who have been consistently supportive of staff who need to be away from work to carry out their duties as NSmen. And for the third successive year too, URA has achieved the Singapore Gold H.E.A.L.T.H. (Helping Employees Achieve Life-Time Health) Award in 2005. This award is presented by the Health Promotion Board to give national recognition to

URA's STAR performers in service excellence Ms Eliza Choo (Executive Planner) and Mr Wong Twee Tang (Information Administrator) receiving their awards from Minister for Defence and Minister in Charge of the Civil Service Mr Teo Chee Hean.



organisations with commendable Workplace Health Programmes. Every year, URA's Sports Recreational Committee will chart and organise a series of sports activities to promote the good health and well-being of our employees.

The world's longest and most inclusive relay, the Queen's Baton Relay for 2006 Melbourne Commonwealth Games, made a stopover at Marina Bay during the Singapore leg of the run (4 to 6 October 2005). 60 URA staff, led by our CEO Mrs Cheong Koon Hean who took over the Baton at One Fullerton, ran with the Baton from Empress Place through Asian Civilisations Museum to National Library. Cheered on all the way by their fellow colleagues, they finally handed the Baton over to national paddler Li Jiawei, who was representing Team Singapore.

Classes for yoga, pilates and aerobics, which were conducted either during lunch times or after office hours, remained popular among the staff. Participation rates were consistently high. A mass aerobics session was also conducted on 29 September 2005 for staff to come together for some cardiovascular action.

Aside from sports, there were other activities to promote healthy living as well. For instance, healthy eating habits are promoted through regular Fruit Days and health bazaars held. To ensure that staff stay in the pink of health, a subsidised health screening was also organised.

It was a frenzy at the biggest staff event of the year – the first URA Idol competition on 17 November 2005 – which uncovered the many performing talents among the URA staff. Rookie and veteran singers across divisions, including the management team, crooned evergreen ballads and latest pop songs, to the delight of fans who cheered and voted fiercely for their idols. But it was the highly creative performances put up by the divisions which was a huge hit with the enthralled audience.

From left: Holding the Queen's Baton up and high were our staff, who were enjoying every minute of the relay.

Moving to the beat: Staff sweating it out at the mass aerobics session.

We are the Champions: Winning division of the first URA Idol competition.

KEY CHARACTERS IN THE STORY OF EXCELLENCE

URA reaches out in various ways, and to various communities, directly or indirectly connected to it. Whether it is in the name of forging friendships, educating our young ones, or being a good corporate citizen with a conscience, URA takes pride in playing an active role in reaching out to and supporting the community in any way we can.

Speaking Volumes by Reaching Out ...

In FY05/06, URA and its staff contributed about \$43,460 to the Community Chest through the SHARE (Social Help & Assistance Raised by Employees) programme. URA's support for the charitable cause began in 1984. Today, 95% of the staff are in the programme, contributing an average of \$48.67 per staff in FY05/06. For that, URA received the SHARE Platinum Award for a second time.

In addition to the consistent contribution of funds through the SHARE programme, URA staff also always responded swiftly and generously to other calls for donations to the needy. For example, in support of the President's Challenge, an annual charitable drive, URA raised a total of \$3,340 for the 47 beneficiaries through the Heart Bus campaign held in June 2005.

URA also raised funds for its adopted charity, Help Every Lone Parent (HELP) Family Service Centre. About \$11,550 was raised in total, which would go into organising camps and other enrichment programmes for the HELP children. Besides fund raising, staff volunteers also organised activities such as Children's Party and excursions to bring a little joy and happiness to the young ones. Extending the spirit of giving, URA staff played Santa Claus by fulfilling the wishes which the HELP children made during Christmas, for gifts like book vouchers and stationery.

From left:
Big smiles, big hearts: CEO Mrs Cheong Koon Hean receiving the SHARE Platinum Award from President S R Nathan for our contribution to the Community Chest.

Children from HELP celebrated Youth Day in a fun-filled programme at URA.

Singapore City Gallery, URA's visual showcase of successful city planning, continues to attract visitors from all over the world. It tells the story of Singapore's transformation and future dreams. Since re-opening in December 2004 after a major refurbishment, the Gallery's visitorship doubled from past years' norm of 65,000 visitors a year to over 138,000 visitors in FY05/06. Of these, about 25,000 were local student groups who came as part of their Learning Journeys and Meet-the-Planners' sessions organised by URA to learn about Singapore's city planning efforts and the challenges we face.

To engage the young to better appreciate our built environment, URA collaborated with publisher Marshall Cavendish (Asia) Pte Ltd and National Arts Council to organise the "Words+Art 2005" Creative Writing Competition in May 2005.

A full-day architectural tour-and-writing camp was held at URA's premises as part of the promotional activities. The competition drew 1,417 entries from young aspiring writers aged between 7 and 16 who wrote creative stories reflecting their feelings and ideas on six of Singapore's iconic buildings.

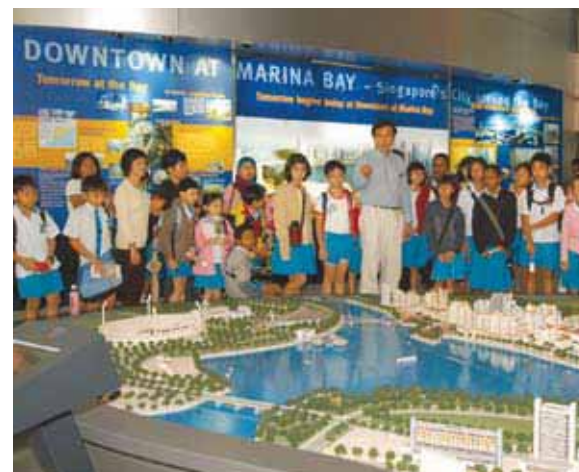
URA's public education programme goes beyond our young children and local residents. Since March 2006, new citizens of Singapore would step foot into the Gallery to begin their journey in their adoptive country. As part of the National Education Experience programme, organised by People's Association and Immigration and Checkpoints Authority, new citizens would kickstart the orientation programme by first visiting the Gallery to get a quick and entertaining introduction to Singapore.

Visitors from overseas made up about half of the Gallery's visitorship. These include tourists as well as government delegations who want to learn about our experience in land use planning and conservation efforts. Like their local counterparts, foreign visitors also visit the Gallery to get an insight into Singapore's future physical development.

From left:
Young contestants of the "Words+Art 2005" competition learned to be more aware and appreciate our built environment.

Minister Mah Bow Tan welcomed the Amir of Qatar, His Highness Sheikh Hamad Bin Khalifa Al-Thani to URA.

Distinguished guests from China visiting Singapore City Gallery.



KEY CHARACTERS IN THE STORY OF EXCELLENCE

The past year has seen URA further harnessing information technologies to enhance our customers' interaction and experience with us. A slew of new e-services and improvements that were introduced, were indeed well-received. From e-payment to public relations to online subscription services, the past year has seen fresh new initiatives take off through our online channels. These new e-channels further enhance the convenience for our public, partners and staff to be in touch with each other, thus improving the quality of our interactions.

e-Authoring Better Ties

To make it more convenient for applicants who have submitted development applications to pay application fees, development charges and other related fees, URA launched a new e-payment service on 4 April 2005. With this new service, applicants have a simple and convenient way to pay the relevant fees using credit card, eNETS or FlexiPay payment modes. They can even check the status of their submission online before making their payment. Submissions with fees paid electronically will also have priority in being processed.

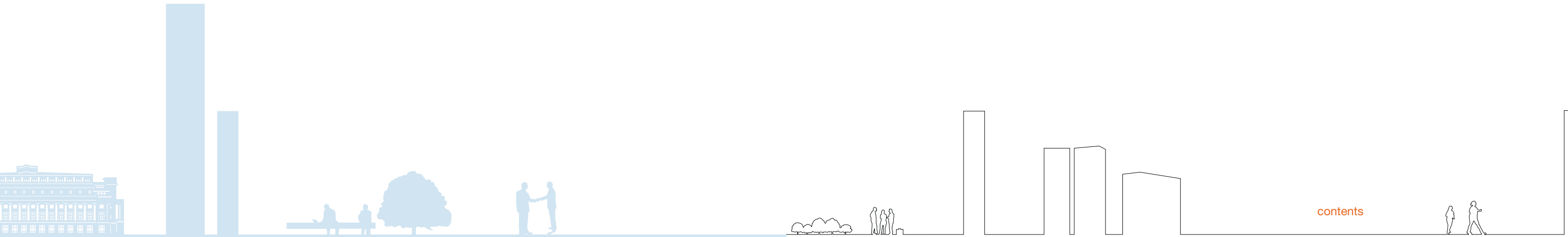
Those who want to have timely access to URA's key announcements can now subscribe to our new e-subscription service. Established on 4 July 2005 in response to public demand, the new e-subscription service will notify subscribers via an email alert, on the very same day a new announcement from URA is released. To enjoy the free service, members of the public simply have to subscribe to the service online. Subscribers will be alerted to the latest news releases, professional circulars and URA's newsletter Skyline. They may even be invited to participate in URA's online public consultation or attend exhibitions and talks organised by URA.



Numerous enhancements to REALIS (URA's Real Estate Information System) were made to make it more user-friendly. Since July 2005, REALIS became the first and only source of detailed data on the rentals of individual private residential projects. Previously, only aggregated rental data by postal district or street level was available. Users of REALIS can also print compiled reports of key property statistics now, without having to go online to refer to such data. In addition, from March 2006, REALIS reflects the year of completion for properties in the listing of individual properties transacted, a feature added in response to customer requests.

Applying for a Housing Developer's Licence online has now become a breeze with the enhancements made by URA since September 2005, which simplify the application process into four easy steps. In the past, applicants had to complete the entire online application at one go, without the option of filling in the form in parts. Now, they can download the application form from URA's website and fill in the required information at their own convenience. Moreover, instead of waiting for the outcome of the application to come through fax or post, they will be informed via email now. To top it off, successful applicants can also obtain copies of their licences online instead of having to pick them up from URA.

The e-Services available at URA Online have been constantly enhanced to bring greater convenience to our customers.



contents

5-Year Financial Summary 84
5-Year Value Added Statement 88
Financial Review 90
Auditors' Report 94
Balance Sheet 95
Income and Expenditure Statement 96
Statement of Changes in Capital and Reserves 97
Cash Flow Statement 98
Notes to the Financial Statements 99

5-YEAR FINANCIAL SUMMARY

	FY01/02 \$ million	FY02/03 \$ million	FY03/04 \$ million	FY04/05 \$ million	FY05/06 \$ million
Income and Expenditure					
Operating income	120.4	115.8	108.5	139.6	121.4
Operating expenditure	112.1	114.7	109.0	113.4	116.8
Operating surplus/(deficit)	8.3	1.1	(0.5)	26.2	4.6
Non-operating surplus	30.6	14.3	66.4	46.8	105.0
Surplus before contribution to Consolidated Fund	38.9	15.4	65.9	73.0	109.6
Contribution to Consolidated Fund	9.5	3.4	14.5	14.6	21.9
Surplus after contribution to Consolidated Fund	29.4	12.0	51.4	58.4	87.7

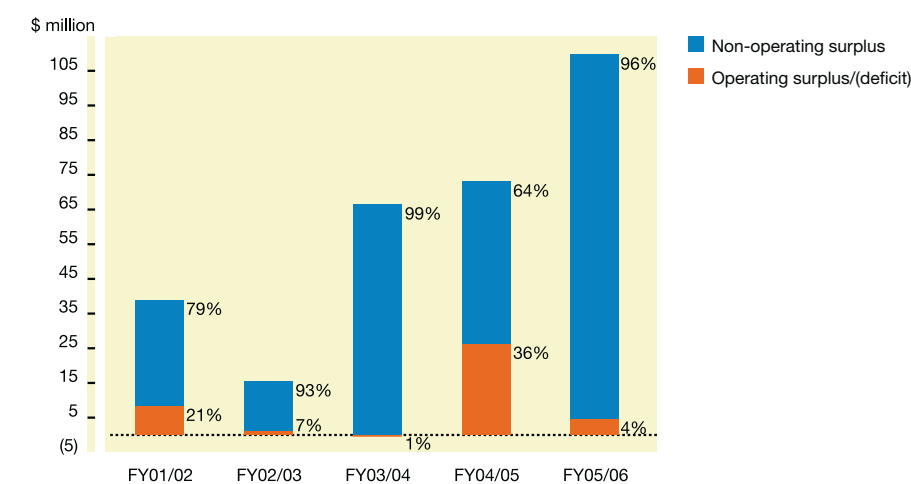
Balance Sheet

Property, plant and equipment	287.3	281.4	272.1	265.4	255.2
Other non-current assets	31.2	218.1	52.3	0.6	15.5
Current assets	1,066.4	890.9	1,174.5	1,260.9	1,414.7
	1,384.9	1,390.4	1,498.9	1,526.9	1,685.4
Capital and reserves	1,315.7	1,327.7	1,379.2	1,437.6	1,568.9
Current liabilities	59.9	53.6	112.5	85.8	112.6
Deferred income and provision for pensions and gratuities	9.3	9.1	7.2	3.5	3.9
	1,384.9	1,390.4	1,498.9	1,526.9	1,685.4

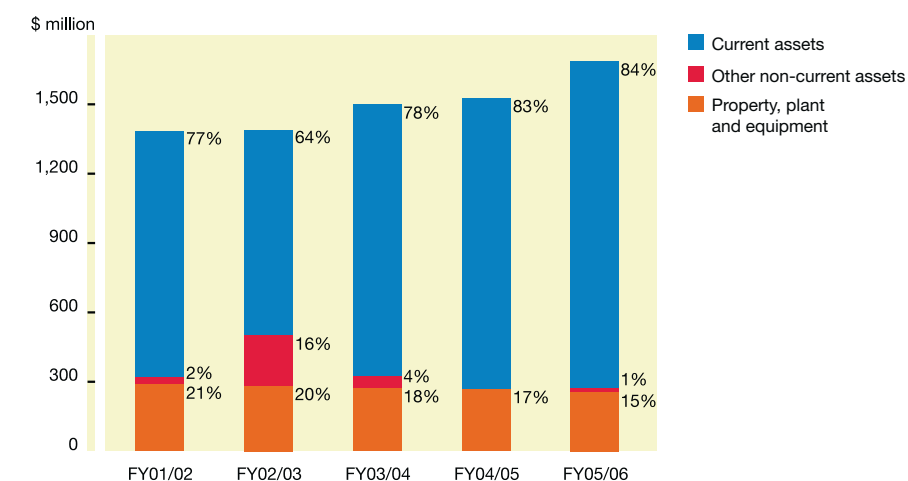
5-YEAR FINANCIAL SUMMARY

Surplus Before Contribution to Consolidated Fund

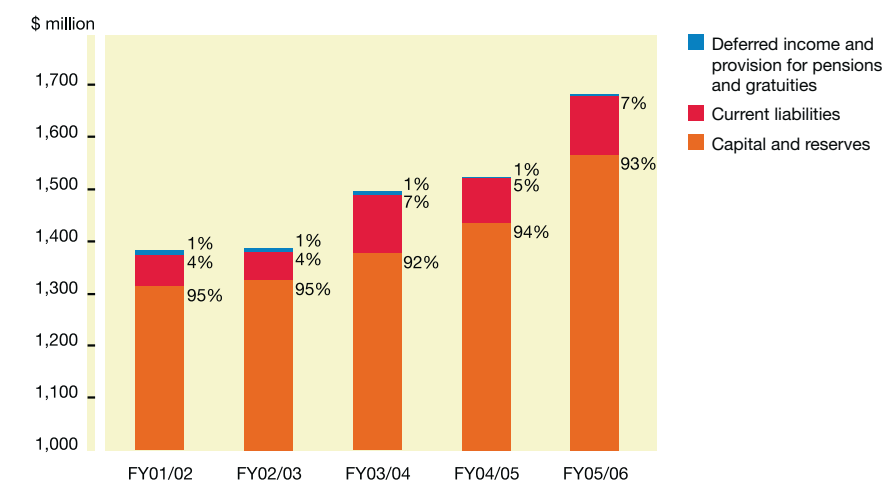
Total surplus in FY05/06 was \$109.6 million, up \$36.6 million or 50% over the previous year. The increase was mainly from higher investment income.

**Assets**

The increase in the market value of investments together with the revaluation of investments at fair value in FY05/06 have contributed to the increase in current assets from \$1,260.9 million to \$1,414.7 million as at 31 March 2006.

**Capital and Reserves, and Liabilities**

URA's total capital and reserves increased to \$1,568.9 million as at 31 March 2006. This was attributable to the revaluation of the investments of \$43.7 million to the capital and reserves, as well as a net surplus of \$87.7 million generated in FY05/06.



5-YEAR FINANCIAL SUMMARY

	FY01/02	FY02/03	FY03/04	FY04/05	FY05/06
Cash Flow (\$ Million)					
Net cash inflow/(outflow) generated from operating activities	(31.4)	3.3	16.3	5.9	15.0
Total cash generated	9.5	34.0	41.2	113.9	63.5
Purchase of property, plant and equipment	4.3	5.0	4.9	4.7	3.1
Financial Indicators					
Operating surplus/(deficit) over operating income (%)	6.9	0.9	(0.4)	18.8	3.8
Return on average capital and reserves (%)	3.0	1.2	4.9	5.2	7.3
Return on average total assets (%)	2.8	1.1	4.6	4.8	6.8
Operating income per \$ employment cost	1.9	1.8	1.8	2.2	1.8
Operating surplus/(deficit) per employee (\$)	8,090	1,027	(460)	26,819	5,151

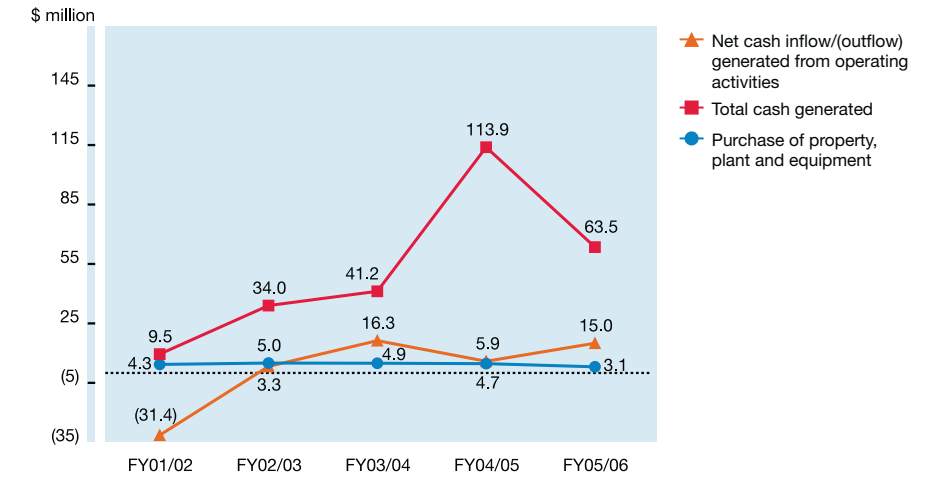
Statistics (\$ Million)

Sale of land revenue collected on behalf of Government	994	720	463	45	2,837
Development charge collected on behalf of Government	208	159	81	207	264
Value of development projects completed	27.3	15.7	19.4	12.7	26.1

5-YEAR FINANCIAL SUMMARY

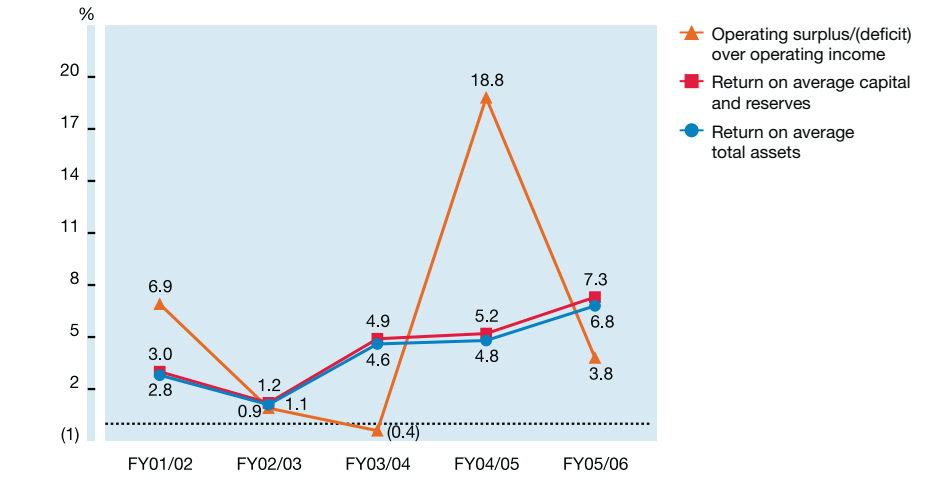
Cash Flow

Total cash generated in FY05/06 decreased by 44% from \$113.9 million to \$63.5 million. The decrease was from the use of cash for the purchase of investments.



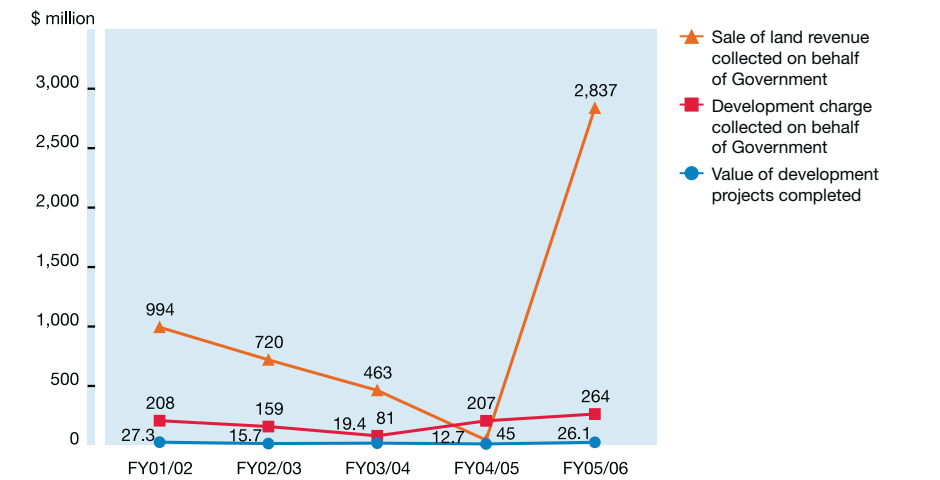
Financial Indicators

Return on average total assets and return on average capital and reserves continued to show a positive trend, improving to 6.8% and 7.3% respectively. Operating surplus over operating income was a positive 3.8% in FY05/06. The spike in operating surplus over operating income of 18.8% in FY04/05 was due to a one-off adjustment in parking fees and related charges in that year.



Statistics

Sale of land revenue collected on behalf of Government rebounded strongly in FY05/06 with the successful sale of more higher value sites such as the Business and Financial Centre and Orchard Turn commercial sites.



5-YEAR VALUE ADDED STATEMENT

	FY01/02 \$ million	FY02/03 \$ million	FY03/04 \$ million	FY04/05 \$ million	FY05/06 \$ million
Turnover from operations	120.4	115.8	108.5	139.6	121.4
Less:					
Purchase of goods/services	32.9	35.7	31.3	35.1	36.6
Value added from operations	87.5	80.1	77.2	104.5	84.8
Non-operating surplus	30.6	14.3	66.4	46.8	105.0
Income from bank deposits and investments	30.3	14.0	66.2	46.6	104.9
Other non-operating income	0.3	0.3	0.2	0.2	0.1
Total value added available for distribution	118.1	94.4	143.6	151.3	189.8

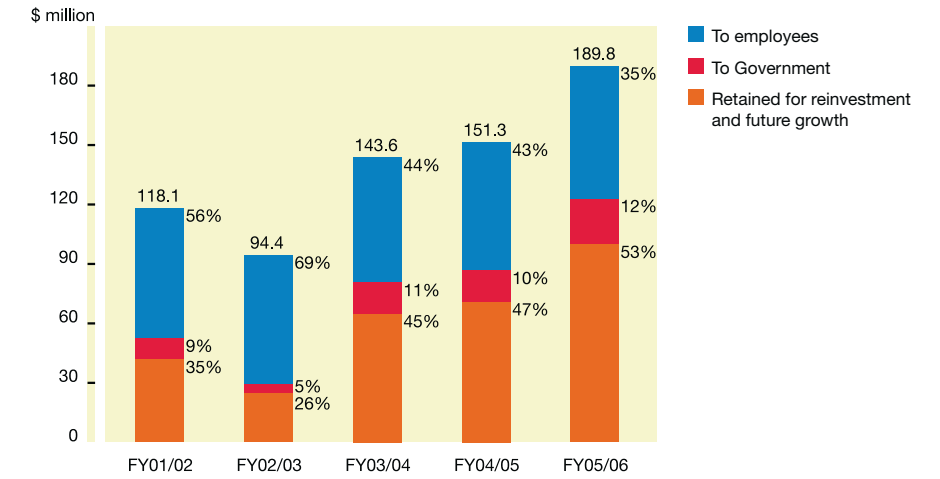
Distribution

To employees					
Salaries and staff welfare	65.7	65.1	63.1	64.7	66.9
To Government	10.7	4.6	15.7	15.8	23.1
Contribution to Consolidated Fund	9.5	3.4	14.5	14.6	21.9
Property tax	1.2	1.2	1.2	1.2	1.2
Retained for reinvestment and future growth	41.7	24.7	64.8	70.8	99.8
Depreciation	12.3	12.7	13.4	12.4	12.1
Surplus	29.4	12.0	51.4	58.4	87.7
Total value added	118.1	94.4	143.6	151.3	189.8

5-YEAR VALUE ADDED STATEMENT

Total Value Added

In FY05/06, total value added increased by \$38.5 million to \$189.8 million due mainly to higher income from investments.



Value Added Indicators

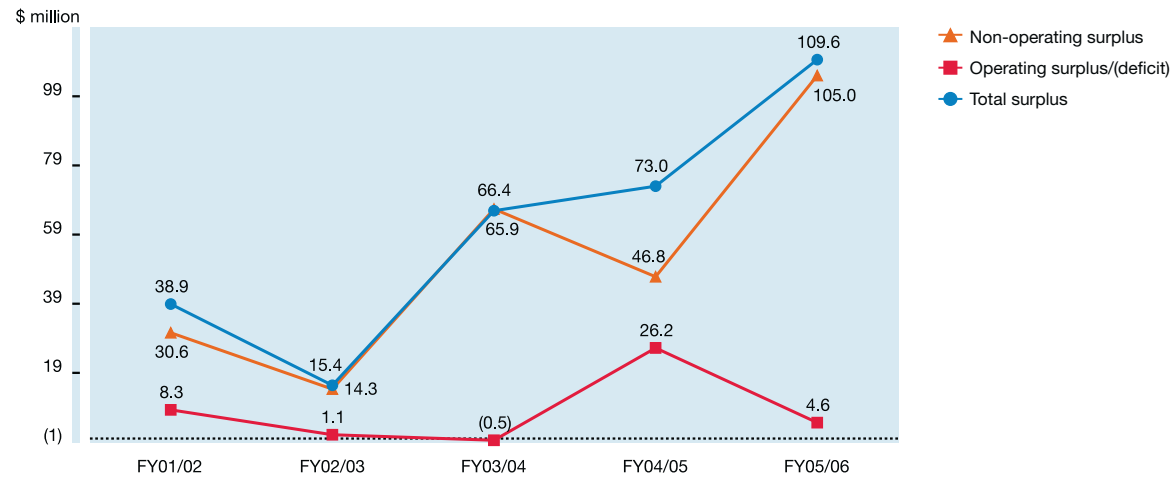
	FY01/02	FY02/03	FY03/04	FY04/05	FY05/06
Value added per employee (\$'000)	84.8	77.5	76.2	106.9	95.5
Value added per employment cost (\$)	1.3	1.2	1.2	1.6	1.3
Value added per turnover from operation (%)	72.7	69.2	71.2	74.9	69.9
Value added per investment in property, plant and equipment (before depreciation) (\$ million)	0.2	0.2	0.2	0.3	0.2

FINANCIAL REVIEW

For the financial year ended 31 March 2006

Financial Results

For the financial year ended 31 March 2006, URA posted a total surplus of \$109.6 million from an operating surplus of \$4.6 million and a non-operating surplus of \$105.0 million. The total surplus recorded was a \$36.6 million or 50% increase over the previous year's surplus of \$73.0 million.



Income

Operating income for FY05/06 decreased by \$18.2 million to \$121.4 million. The decrease was mainly because the operating income in FY04/05 was inflated by an one-off payment from HDB for URA's share of proceeds from sale of parking coupon revenue in the previous financial years based on the results of the latest car parks revenue occupancy survey.

Non-operating income from the investment of the Authority's surplus cash, increased by \$58.2 million or 124% to \$105.0 million in FY05/06. The higher return was mainly from investments in equities following the strong performance of the equity markets during the year. The income for the year also included an unrealised gain of \$50.6 million as investments are reflected at fair value with effect from FY05/06.

FINANCIAL REVIEW

For the financial year ended 31 March 2006

Operating Income

	FY05/06 \$ million	FY04/05 \$ million	Increase/(Decrease) \$ million	%
Parking fees and related charges				
- in respect of current financial year	52.4	53.4	(1)	(2)
- in respect of previous financial years	-	28.4	(28.4)	(100)
Recovery of cost	32.9	28.7	4.2	15
Agency and consultancy fees	17.5	12.6	4.9	39
Income from development control	14.8	12.6	2.2	17
Other operating income	3.8	3.9	(0.1)	(3)
Total	121.4	139.6	(18.2)	(13)

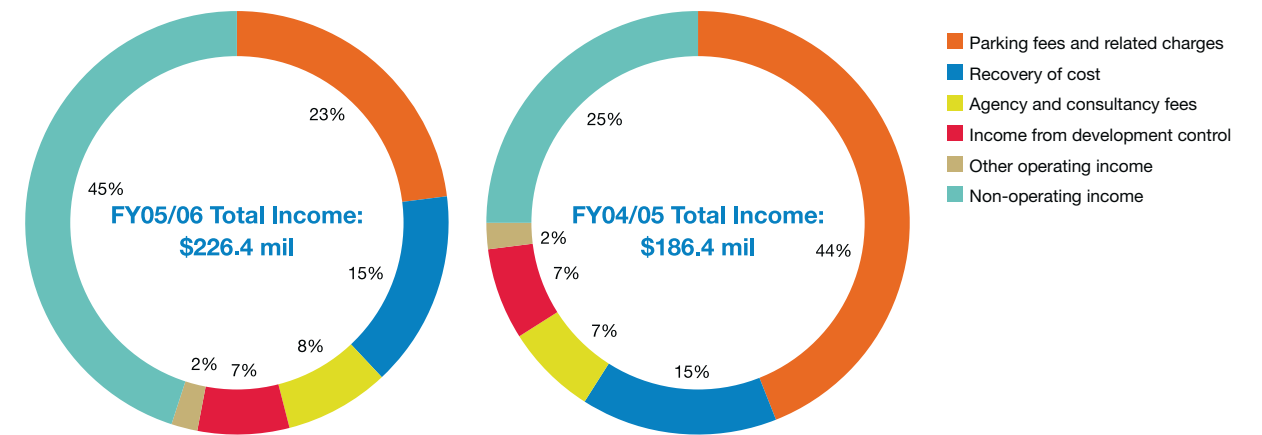
Non-Operating Income

Income from bank deposits and investments*	104.9	46.6	58.3	125
Other non-operating income	0.1	0.2	(0.1)	(50)
Total	105.0	46.8	58.2	124

Total Income

Total	226.4	186.4	40.0	21
--------------	--------------	--------------	-------------	-----------

* Net of fund management and related expenses.



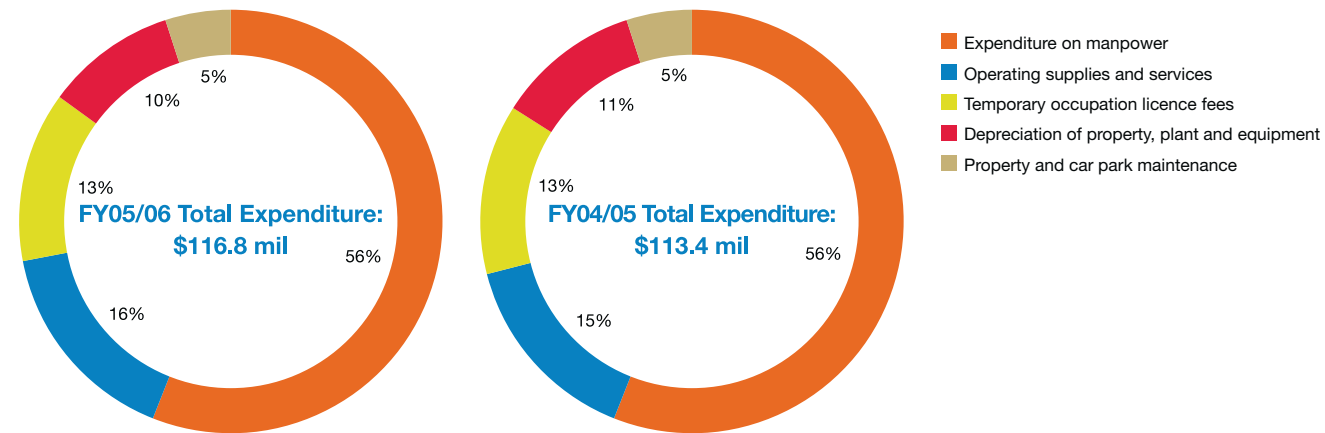
FINANCIAL REVIEW

For the financial year ended 31 March 2006

Operating Expenditure

Total operating expenditure increased by 3% or \$3.4 million to \$116.8 million during the year. The higher operating expenditure was mainly due to payments to staff under the Special Resignation Scheme as a result of the outsourcing of the parking enforcement function and the payment of service fee to a private service provider for managing the parking enforcement function.

	FY05/06 \$ million	FY04/05 \$ million	Increase/(Decrease) \$ million	%
Expenditure on manpower	65.6	63.5	2.1	3
Operating supplies and services	18.4	17.1	1.3	8
Temporary occupation licence fees	14.5	14.5	-	-
Depreciation of property, plant and equipment	12.1	12.4	(0.3)	(2)
Property and car park maintenance	6.2	5.9	0.3	5
Total Expenditure	116.8	113.4	3.4	3

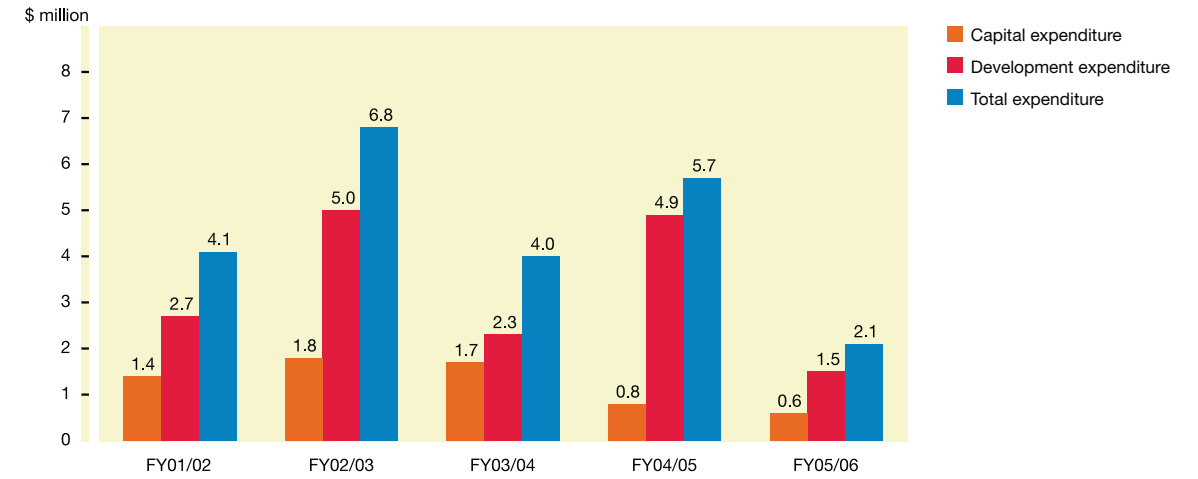


FINANCIAL REVIEW

For the financial year ended 31 March 2006

Capital and Development Expenditure

Capital and development expenditure decreased by \$3.6 million or 63% to \$2.1 million in FY05/06. The development expenditure was mainly incurred for the implementation of IT systems and the construction of surface car parks.



AUDITORS' REPORT TO THE URBAN REDEVELOPMENT AUTHORITY

We have audited the accompanying financial statements of Urban Redevelopment Authority (the "Authority") set out on pages 95 to 120 for the financial year ended 31 March 2006. These financial statements are the responsibility of the Authority's management. Our responsibility is to express an opinion on these financial statements based on our audit.

We conducted our audit in accordance with Singapore Standards on Auditing. Those Standards require that we plan and perform our audit to obtain reasonable assurance whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by the management, as well as evaluating the overall financial statement presentation. We believe that our audit provides a reasonable basis for our opinion.

Under the Finance Circular Minute M4/2005 issued by the Ministry of Finance, the Authority is exempted from the disclosure of related party transactions with other state-controlled entities as required by the Singapore Financial Reporting Standard 24 – Related Party Disclosures. Accordingly, the accompanying financial statements do not disclose fully the information on related party transactions with other state-controlled entities.

In our opinion,

- (a) except for the matter noted in the preceding paragraph, the accompanying financial statements of the Authority are properly drawn up in accordance with the provisions of the Urban Redevelopment Authority Act (Cap. 340) ("the Act") and Singapore Financial Reporting Standards ("FRS") so as to give a true and fair view of the state of affairs of the Authority as at 31 March 2006, and the results, changes in equity and cash flows for the financial year ended on that date; and
- (b) proper accounting and other records required by the Act, including records of all assets of the Authority whether purchased, donated or otherwise, to be kept by the Authority have been properly kept in accordance with the provisions of the Act.

In our opinion, the financial statements are in agreement with the accounting and other records and are prepared on a basis similar to that adopted for the preceding year except for the adoption of new and revised FRS and Interpretations to FRS ("INT FRS") that are applicable to the Authority for the financial year ended 31 March 2006. Details of the FRS and INT FRS adopted are summarised in Note 2.1.

During the course of our audit, nothing came to our notice that caused us to believe that the receipts, expenditure, investment of monies, acquisitions and disposals of assets by the Authority during the financial year under review have not been in accordance with the provisions of the Act.

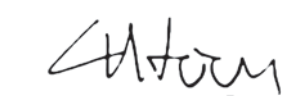


PricewaterhouseCoopers
Certified Public Accountants
Singapore
12 June 2006

Urban Redevelopment Authority
BALANCE SHEET

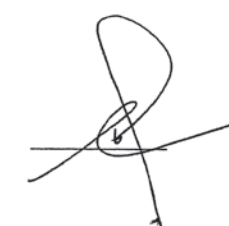
As at 31 March 2006

	Note	31 March 2006 \$'000	31 March 2005 \$'000
Non-current assets			
Property, plant and equipment	4	255,234	265,364
Infrastructural projects recoverables	5(a)	13,610	169
Infrastructural projects-in-progress	5(b)	1,679	-
Staff loans	6	214	474
		270,737	266,007
Current assets			
Debtors, accrued interest, prepayments and other receivables	7	21,082	26,935
Financial assets at fair value through profit or loss	8	1,064,091	669,439
Cash and cash equivalents	9	329,572	564,505
		1,414,745	1,260,879
Less:			
Current liabilities			
Deferred income	10	1,788	2,323
Agency and other deposits		11,205	7,812
Contribution to Consolidated Fund	22	32,836	14,606
Creditors and accrued operating expenses	11	65,268	61,030
Financial liabilities at fair value through profit or loss	8	1,466	-
		112,563	85,771
Net current assets			
		1,302,182	1,175,108
Less:			
Non-current liabilities			
Deferred income	10	2,569	2,198
Provision for pensions and gratuities	12	1,406	1,317
		3,975	3,515
Capital and reserves			
Capital account	13	27,691	27,691
Accumulated surplus		1,541,253	1,409,909
		1,568,944	1,437,600



CHAN HENG LOON ALAN
Chairman

12 June 2006



CHEONG-CHUA KOON HEAN (MRS)
Chief Executive Officer

Urban Redevelopment Authority INCOME AND EXPENDITURE STATEMENT

For the financial year ended 31 March 2006

	Note	2005/2006 \$'000	2004/2005 \$'000
Operating income			
Parking fees and related charges			
- in respect of current financial year	14	52,447	53,394
- in respect of previous financial years	14	-	28,433
Recovery of cost	15	32,916	28,678
Agency and consultancy fees	16	17,523	12,602
Income from development control	17	14,825	12,562
Operating lease income		3,157	3,498
Other operating income		565	420
		121,433	139,587
Less:			
Operating expenses			
Expenditure on manpower	18	65,641	63,465
Operating supplies and services		18,350	17,082
Temporary occupation licence fees	19	14,488	14,474
Depreciation of property, plant and equipment	4	12,151	12,434
Property and car park maintenance		6,229	5,920
		116,859	113,375
Operating surplus	20	4,574	26,212
Non-operating surplus			
Income from bank deposits and investments	21	104,943	46,591
Other non-operating income		89	230
		105,032	46,821
Surplus before contribution to Consolidated Fund		109,606	73,033
Contribution to Consolidated Fund	22	(21,921)	(14,606)
Net surplus for the financial year		87,685	58,427

Urban Redevelopment Authority STATEMENT OF CHANGES IN CAPITAL AND RESERVES

For the financial year ended 31 March 2006

	Note	Capital account \$'000	Accumulated surplus \$'000	Total \$'000
Balance at 1 April 2005				
- As previously reported		27,691	1,409,909	1,437,600
- Effect of adopting changes in accounting policies adjusted prospectively	3.1(a)	-	43,659	43,659
- As restated		27,691	1,453,568	1,481,259
Net surplus for the financial year		-	87,685	87,685
Balance at 31 March 2006		27,691	1,541,253	1,568,944
Balance at 1 April 2004				
Net surplus for the financial year		-	58,427	58,427
Balance at 31 March 2005		27,691	1,409,909	1,437,600

**Urban Redevelopment Authority
CASH FLOW STATEMENT**

For the financial year ended 31 March 2006

	Note	2005/2006 \$'000	2004/2005 \$'000
Cash flows from operating activities			
Surplus before contribution to Consolidated Fund		109,606	73,033
Adjustments for:			
Depreciation of property, plant and equipment		12,151	12,434
Provision made for pensions and gratuities		446	70
Deferred income recognised		(2,323)	(2,393)
Income from bank deposits and investments		(104,943)	(46,591)
Loss on disposal of property, plant and equipment		38	1
Operating cash flow before working capital change		14,975	36,554
Change in operating assets and liabilities			
Debtors, prepayments and other receivables		(14,460)	(1,197)
Agency and other deposits		3,393	(437)
Creditors and accrued operating expenses		25,223	(12,980)
Cash generated from operations		29,131	21,940
Payments for pension and gratuities		(357)	(1,639)
Deferred agency fees received		2,159	165
Payments made for infrastructural projects		(1,280)	-
Payment to Consolidated Fund		(14,606)	(14,515)
Net cash generated from operating activities		15,047	5,951
Cash flows from investing activities			
Purchase of property, plant and equipment		(3,115)	(4,676)
Proceeds from disposal of property, plant and equipment		53	3
Interest received		22,015	18,013
Dividends received		10,148	6,629
Net (payments)/receipts made for sale and purchase of investments		(279,081)	67,225
Net cash (used in)/from investing activities		(249,980)	87,194
Net (decrease)/increase in cash and cash equivalents		(234,933)	93,145
Cash and cash equivalents at beginning of the financial year		564,505	471,360
Cash and cash equivalents at end of the financial year	9	329,572	564,505

**Urban Redevelopment Authority
NOTES TO THE FINANCIAL STATEMENTS**

For the financial year ended 31 March 2006

These notes form an integral part of and should be read in conjunction with the accompanying financial statements.

1. GENERAL

The Urban Redevelopment Authority is a statutory board established in Singapore under the Urban Redevelopment Authority Act (Cap. 340). It is domiciled in Singapore. The address of the Authority's registered office is as follows:

45 Maxwell Road
The URA Centre
Singapore 069118

The principal activities of the Authority are:

- (a) planning and facilitating the physical development of Singapore;
- (b) selling and managing land for the government;
- (c) managing car parks;
- (d) undertaking development projects on behalf of the government and other organisations; and
- (e) carrying out such other functions as imposed upon the Authority by or under the Urban Redevelopment Authority Act (Cap. 340) or any other written law.

2. SIGNIFICANT ACCOUNTING POLICIES**2.1 Basis of preparation**

The financial statements have been prepared in accordance with Urban Redevelopment Authority Act (Cap. 340) and Singapore Financial Reporting Standards ("FRS") except for the non-disclosure of related party transactions with other state-controlled entities as required by FRS 24 – Related Party Disclosures as the Ministry of Finance has exempted the Statutory Boards from this disclosure requirement in the Finance Circular Minute No. M4/2005. The financial statements have been prepared under the historical cost convention, except as disclosed in the accounting policies below.

The preparation of financial statements in conformity with the accounting standards requires the use of estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the financial year. Although these estimates are based on management's best knowledge of current events and actions, actual results may ultimately differ from those estimates.

Urban Redevelopment Authority
NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2006

2. SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

2.1 Basis of preparation (continued)

The Authority adopted the new or revised FRS and Interpretations to FRS (INT FRS) that are applicable in the current financial year 2005/2006. The following are the FRS and INT FRS that are relevant to the Authority:

FRS 1 (revised 2004) Presentation of Financial Statements
 FRS 8 (revised 2004) Accounting Policies, Changes in Accounting Estimates and Errors
 FRS 16 (revised 2004) Property, Plant and Equipment
 FRS 17 (revised 2004) Leases
 FRS 21 (revised 2004) The Effects of Changes in Foreign Exchange Rates
 FRS 24 (revised 2004) Related Party Disclosures
 FRS 32 (revised 2004) Financial Instruments: Disclosure and Presentation
 FRS 36 (revised 2004) Impairment of Assets
 FRS 39 (revised 2004) Financial Instruments: Recognition and Measurement

The adoption of the above FRS did not result in substantial changes to the Authority's accounting policies except as disclosed in Note 3.

2.2 Income recognition

Income comprises the fair value of the consideration received or receivable for the sale of goods and rendering of services, net of goods and services tax, rebates and discounts. Income is recognised as follows:

- (a) **Rendering of services**
 Revenue from rendering of services, including income from development control, agency and consultancy fees and recovery of costs is recognised during the financial year in which the services are rendered, by reference to completion of the specific transaction assessed on the basis of the actual service provided as a proportion of the total services to be performed.
- (b) **Parking fees and related charges**
 Season parking fees are accounted for on an accrual basis as and when earned. Other parking fees and related charges are accounted for when transacted.
- (c) **Interest income**
 Interest income is recognised on a time proportion basis using the effective interest method. When a receivable is impaired, the Authority reduces the carrying amount to its recoverable amount, being the estimated future cash flow discounted at original effective interest rate of the instrument, and thereafter amortising the discount as interest income.
- (d) **Dividend income**
 Dividend income is recognised when the right to receive payment is established.
- (e) **Rental income**
 Rental income from operating leases on property, plant and equipment is recognised on a straight line basis over the lease term.

Urban Redevelopment Authority
NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2006

2. SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

2.3 Property, plant and equipment

- (a) **Measurement**
 Property, plant and equipment are stated at cost less accumulated depreciation and accumulated impairment losses (Note 2.6).

- (b) **Depreciation**
 Depreciation is calculated using the straight line method to allocate the depreciable amounts of property, plant and equipment over their estimated useful lives. The estimated useful lives are as follows:

	<u>Useful lives</u>
Leasehold land	Over the lease period of 99 years
Buildings (including covered car parks)	50 years
Plant and machinery installed in buildings	10 – 20 years
Surface car parks	5 years
IT equipment	3 – 5 years
Other assets	3 – 10 years

Other assets consist of URA Gallery exhibits, motor vehicles, office furniture, fittings and fixtures, office equipment, machinery and other equipment.

No depreciation is provided on projects-in-progress.

The residual values and useful lives of property, plant and equipment are reviewed, and adjusted as appropriate, at each balance sheet date.

- (c) **Subsequent expenditure**
 Subsequent expenditure relating to property, plant and equipment that has already been recognised is added to the carrying amount of the asset when it is probable that future economic benefits, in excess of the originally assessed standard of performance of the existing asset, will flow to the Authority and the cost can be reliably measured. Other subsequent expenditure is recognised as an expense during the financial year in which it is incurred.
- (d) **Disposal**
 On disposal of an item of property, plant and equipment, the difference between the net disposal proceeds and its carrying amount is taken to the Income and Expenditure Statement.

Urban Redevelopment Authority
NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2006

2. SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

2.4 Financial assets

(a) Classification

The Authority classifies its financial assets in the following categories: financial assets at fair value through profit or loss, and loans and receivables.

(i) *Financial assets at fair value through profit or loss*

Previously, the Authority's investments held as current assets were stated at the lower of cost and market value on an aggregate portfolio basis.

In accordance with FRS 39 (revised 2004), the Authority's investments are now classified in the 'financial assets at fair value through profit or loss' category and are financial assets designated as held for trading. They are classified as current assets if they are either held for trading or are expected to be realised within 12 months after the balance sheet date.

(ii) *Loans and receivables*

Loans and receivables are non-derivative financial assets with fixed or determinable payments that are not quoted in an active market. They arise when the Authority provides money, goods or services directly to a debtor with no intention of trading the receivable. They are included in current assets, except those maturing more than 12 months after the balance sheet date. These are classified as non-current assets. Loans and receivables are included in staff loans, debtors and other receivables on the Balance Sheet.

(b) Recognition and derecognition

Purchases and sales of investments are recognised on the date on which the Authority commits to purchase or sell the asset. Investments are derecognised when the rights to receive cash flows from the financial assets have expired or have been transferred and the Authority has transferred substantially all risks and rewards of ownership.

(c) Initial measurement

Financial assets at fair value through profit or loss are initially recognised at fair value, while loans and receivables are initially recognised at fair value plus transaction costs directly attributable to the acquisition of the financial asset.

(d) Subsequent measurement

Financial assets at fair value through profit or loss are carried at fair value while loans and receivables are carried at amortised cost using the effective interest method, less allowance for impairment.

Realised and unrealised gains and losses arising from changes in the fair value of the 'financial assets at fair value through profit or loss' investment category are included in the Income and Expenditure Statement in the period in which they arise.

Urban Redevelopment Authority
NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2006

2. SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

2.5 Forward foreign exchange contracts

Previously, the notional principal amounts of the forward foreign exchange contracts were disclosed as off-balance sheet items. The fair values of the forward foreign exchange contracts were not separately recognised in the financial statements until settlement.

In accordance with FRS 39 (revised 2004), the forward foreign exchange contracts are classified as financial assets/ (liabilities) at fair value through profit or loss. A forward foreign exchange contract is initially recognised at fair value on the date it is entered into and is subsequently re-measured at fair value.

Changes in fair value of forward foreign exchange contracts are recognised immediately in the Income and Expenditure Statement.

2.6 Impairment of assets

(a) Property, plant and equipment

Property, plant and equipment are reviewed for impairment whenever events or changes in circumstances indicate that the carrying amount is lower than the recoverable amount (i.e. the higher of the fair value less cost to sell and value in use). An impairment loss is recognised for the amount by which the asset's carrying amount exceeds its recoverable amount, which is the higher of an asset's net selling price and its value in use. For the purpose of assessing impairment, assets are grouped at the lowest level for which there are separately identifiable cash flows.

(b) Loans and receivables

An allowance for impairment of loans and receivables including debtors is established when there is objective evidence that the Authority will not be able to collect all amounts due according to the original terms of the receivables. The amount of the allowance is the difference between the asset's carrying amount and the present value of estimated future cash flows, discounted at the original effective interest rate. The amount of the allowance is recognised in the Income and Expenditure Statement. Bad debts are written off when identified.

2.7 Creditors

Creditors are initially measured at fair value (net of transaction costs), and subsequently measured at amortised cost, using the effective interest method.

2.8 Fair value estimation

The fair value of financial instruments traded in active markets (such as exchange-traded and over-the-counter securities and forward foreign exchange contracts) is based on quoted market prices at the balance sheet date. The quoted market price used for financial assets held by the Authority is the market bid price; the appropriate quoted market price for financial liabilities is the market ask price. The fair value of forward exchange currency contracts is determined using forward foreign exchange market rates at the balance sheet date.

The carrying amount of current receivables and payables approximate their fair values.

Urban Redevelopment Authority
NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2006

2. SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

2.9 Provisions

Provisions are recognised when the Authority has a legal or constructive obligation as a result of past events, it is more likely than not that an outflow of resources will be required to settle the obligation and a reliable estimate of the amount can be made.

2.10 Employee benefits

(a) **Defined contribution plans**

Defined contribution plans are post-employment benefit plans under which the Authority pays fixed contributions into separate entities such as Central Provident Fund and will have no legal or constructive obligation to pay further contributions if any of the funds does not hold sufficient assets to pay all employee benefits relating to employee service in the current and preceding financial years. The Authority's contribution to defined contribution plans are recognised in the financial year to which they relate.

Provision for pensions and gratuities is made for the payment of pension benefits to pensionable officers under the provisions of the Pensions Act (Cap. 225) and to eligible staff employed under the contract scheme.

The cost of pension benefit due to pensionable officers is determined based on the expected payouts to be made by the Authority in respect of services provided by these pensionable officers up to the balance sheet date.

(b) **Employee leave entitlement**

Employee entitlements to annual leave are recognised when they accrue to employees. An accrual is made for the estimated liability for annual leave as a result of services rendered by employees up to the balance sheet date.

2.11 Operating leases

Assets leased out under operating leases are included in property, plant and equipment and are stated at cost less accumulated depreciation and accumulated impairment losses.

2.12 Currency translation

Transactions denominated in a currency other than Singapore Dollar ("foreign currency") are translated into Singapore Dollar using the exchange rates prevailing at the dates of the transactions. Currency translation gains and losses resulting from the settlement of such transactions and from the translation at year-end exchange rates of monetary assets and liabilities denominated in foreign currencies are recognised in the Income and Expenditure Statement.

2.13 Cash and cash equivalents

Cash and cash equivalents include cash on hand and deposits with financial institutions.

Urban Redevelopment Authority
NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2006

3. EFFECTS ON FINANCIAL STATEMENTS ON ADOPTION OF NEW OR REVISED FRS

The effects on adoption of the following FRS in financial year 2005/2006 are set out below:

3.1 FRS 39 (revised 2004) Financial Instruments: Recognition and Measurement and FRS 32 (revised 2004) Financial Instruments: Disclosure and Presentation

(a) **Classification and consequential accounting for financial assets and financial liabilities**

(i) *Investments*

Previously, the Authority's investments held as current assets were stated at the lower of cost and market value on an aggregate portfolio basis.

In accordance with FRS 39 (revised 2004), the investments are now classified in the 'financial assets at fair value through profit or loss' category and are financial assets designated as held for trading. Realised and unrealised gains and losses arising from changes in the fair value of the 'financial assets at fair value through profit or loss' investment category are included in the Income and Expenditure Statement in the period in which they arise (Note 2.4).

(ii) *Forward foreign exchange contracts*

Previously, the notional principal amounts of forward foreign exchange contracts were disclosed as off-balance sheet items and the fair values of these contracts were not separately recognised in the financial statements.

In accordance with FRS 39 (revised 2004), the forward foreign exchange contracts are classified as financial assets/(liabilities) at fair value through profit or loss. A forward foreign exchange contract is initially recognised at fair value on the date it is entered into and is subsequently re-measured at fair value. Changes in fair value of forward foreign exchange contracts are recognised immediately in the Income and Expenditure Statement (Note 2.5).

Urban Redevelopment Authority
NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2006

3. EFFECTS ON FINANCIAL STATEMENTS ON ADOPTION OF NEW OR REVISED FRS (CONTINUED)**3.1 FRS 39 (revised 2004) Financial Instruments: Recognition and Measurement and FRS 32 (revised 2004) Financial Instruments: Disclosure and Presentation (continued)**

(a) Classification and consequential accounting for financial assets and financial liabilities (continued)

The changes were effected prospectively from 1 April 2005 and consequently affected the following Balance Sheet items as at 1 April 2005.

	\$'000
Increase in:	
Financial assets at fair value through profit or loss	57,333
Financial liabilities at fair value through profit or loss	(2,759)
Contribution to Consolidated Fund	(10,915)
	<u>43,659</u>
Accumulated surplus	<u>43,659</u>

The effects of the change on the Balance Sheet as at 31 March 2006 and Income and Expenditure Statement for the financial year ended 31 March 2006 are set out as follows:

	\$'000
Balance Sheet	
Increase in:	
Financial assets at fair value through profit or loss	58,760
Financial liabilities at fair value through profit or loss	(1,466)
Contribution to Consolidated Fund	(11,459)
Accumulated surplus	<u>(45,835)</u>
Income and Expenditure Statement	
Increase in:	
Income from bank deposits and investments	2,720
Contribution to Consolidated Fund	(544)
Net surplus for the financial year	<u>2,176</u>

(b) Fair values of financial assets and liabilities

Previously, the Authority used the last transacted prices of quoted financial instruments as the market values. Fair value estimation is now carried out in accordance with guidance set out in FRS 39 (revised 2004) (Note 2.8).

This change did not materially affect the financial statements for financial year 2005/2006.

Urban Redevelopment Authority
NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2006

4. PROPERTY, PLANT AND EQUIPMENT

	Leasehold land \$'000	Buildings \$'000	Plant and machinery \$'000	Surface car parks \$'000	IT equipment \$'000	Other assets \$'000	Projects- in- progress \$'000	Total \$'000
Cost								
At 1 April 2005	153,151	116,839	31,203	32,834	57,370	15,106	1,703	408,206
Additions	-	-	15	-	446	106	1,561	2,128
Transfers	-	-	52	382	408	-	(842)	-
Disposals	-	-	(135)	-	(928)	(487)	-	(1,550)
At 31 March 2006	<u>153,151</u>	<u>116,839</u>	<u>31,135</u>	<u>33,216</u>	<u>57,296</u>	<u>14,725</u>	<u>2,422</u>	<u>408,784</u>
Accumulated Depreciation								
At 1 April 2005	10,774	21,123	20,063	30,689	50,298	9,895	-	142,842
Depreciation charge	1,581	2,634	2,828	619	2,495	1,994	-	12,151
Disposals	-	-	(100)	-	(922)	(421)	-	(1,443)
At 31 March 2006	<u>12,355</u>	<u>23,757</u>	<u>22,791</u>	<u>31,308</u>	<u>51,871</u>	<u>11,468</u>	<u>-</u>	<u>153,550</u>
Net book value At 31 March 2006	<u>140,796</u>	<u>93,082</u>	<u>8,344</u>	<u>1,908</u>	<u>5,425</u>	<u>3,257</u>	<u>2,422</u>	<u>255,234</u>
Cost								
At 1 April 2004	153,151	116,839	31,214	31,695	62,026	17,196	1,054	413,175
Additions	-	-	1	19	603	190	4,891	5,704
Transfers	-	-	-	1,120	821	2,301	(4,242)	-
Disposals	-	-	(12)	-	(6,080)	(4,581)	-	(10,673)
At 31 March 2005	<u>153,151</u>	<u>116,839</u>	<u>31,203</u>	<u>32,834</u>	<u>57,370</u>	<u>15,106</u>	<u>1,703</u>	<u>408,206</u>
Accumulated Depreciation								
At 1 April 2004	9,193	18,492	17,239	29,999	53,472	12,683	-	141,078
Depreciation charge	1,581	2,631	2,836	690	2,906	1,790	-	12,434
Disposals	-	-	(12)	-	(6,080)	(4,578)	-	(10,670)
At 31 March 2005	<u>10,774</u>	<u>21,123</u>	<u>20,063</u>	<u>30,689</u>	<u>50,298</u>	<u>9,895</u>	<u>-</u>	<u>142,842</u>
Net book value At 31 March 2005	<u>142,377</u>	<u>95,716</u>	<u>11,140</u>	<u>2,145</u>	<u>7,072</u>	<u>5,211</u>	<u>1,703</u>	<u>265,364</u>

Land parcels with reversionary interest from past sale of sites were not included in the above assets schedule. As at 31 March 2006, the Authority has a total of 48 land parcels (31 March 2005: 48 land parcels) of which 44 land parcels (31 March 2005: 44 land parcels) were with nominal value of \$1 each. The value of reversionary interest for the other 4 land parcels (31 March 2005: 4 land parcels) was estimated at \$3,460,000 (31 March 2005: \$3,157,000). The Authority's in-house professional valuer has estimated the value by discounting the future value of the 4 land parcels to its present value based on the remaining number of years of the unexpired land sale tenure.

Urban Redevelopment Authority
NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2006

5. INFRASTRUCTURAL PROJECTS

The Authority is increasingly taking on a more proactive role to make Singapore more attractive and competitive by facilitating the development of strategic areas through more active value enhancing initiatives. For a start, the Authority is implementing two key strategic projects. These are the essential infrastructure and environmental enhancements for the Downtown at Marina Bay, and the Identity Plan proposals for the Southern Ridges and Hillside Villages.

As at 31 March 2006, the project costs incurred by the Authority comprise the following:

	31 March 2006 \$'000	31 March 2005 \$'000
Infrastructural project recoverables	13,610	169
Infrastructural projects-in-progress	1,679	-
	<u>15,289</u>	<u>169</u>

(a) Infrastructural project recoverables

These costs have been recognised as a recoverable since the government has agreed to reimburse the Authority for the project costs incurred.

The recoverable project costs are interest-free and recovery is not expected in the next 12 months. The fair value of these recoverable project costs approximates its carrying amount.

(b) Infrastructural projects-in-progress

These costs have been recognised in the Authority's Balance Sheet at cost since its accumulated surplus will be used to fund the project costs. These costs will be reduced against the Authority's accumulated surplus upon completion and transferred to the designated government agencies.

Urban Redevelopment Authority
NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2006

6. STAFF LOANS

31 March 2006

Current

Not later than one year (Note 7)

Non-current

Later than one year but not later than five years

Later than five years

	Housing loans \$'000	Other loans \$'000	Total \$'000
Not later than one year (Note 7)	46	26	72
Later than one year but not later than five years	121	20	141
Later than five years	73	-	73
	<u>194</u>	<u>20</u>	<u>214</u>
	240	46	286

31 March 2005

Current

Not later than one year (Note 7)

Non-current

Later than one year but not later than five years

Later than five years

Not later than one year (Note 7)	50	35	85
Later than one year but not later than five years	151	50	201
Later than five years	272	1	273
	<u>423</u>	<u>51</u>	<u>474</u>
	<u>473</u>	<u>86</u>	<u>559</u>

Housing loans and other loans have the following weighted average effective interest rates:

	31 March 2006	31 March 2005
Housing loans	5.00%	5.00%
Other loans	4.25%	4.25%

The exposure of staff loans to interest rate risks is disclosed in Note 24(b).

The carrying amounts of the staff loans approximate their fair value.

Urban Redevelopment Authority
NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2006

7. DEBTORS, ACCRUED INTEREST, PREPAYMENTS AND OTHER RECEIVABLES

	31 March 2006 \$'000	31 March 2005 \$'000
Receivables for sale of investments	7,803	13,696
Operating debtors and recoverables	6,732	5,293
Accrued interest and dividend receivables	4,877	6,132
Prepayments	1,574	1,701
Staff loans (Note 6)	72	85
Other receivables	24	28
	21,082	26,935

The carrying amounts of debtors, accrued interest and other receivables approximate their fair value.

8. FINANCIAL ASSETS/(LIABILITIES) AT FAIR VALUE THROUGH PROFIT OR LOSS

Short term investments as at 31 March 2005 have been reclassified into 'financial assets at fair value through profit or loss' so as to conform to the presentation adopted in the current financial year. Financial assets/(liabilities) at fair value through profit or loss are designated by the Authority to be held for trading and are measured in accordance with the accounting policies as set out in Notes 2.4 and 2.5 only with effect from 1 April 2005.

Financial assets/(liabilities) at fair value through profit or loss include the following:

	31 March 2006 At fair value \$'000	← 31 March 2005 At fair value \$'000	→ At cost \$'000
Financial assets			
Marketable securities:			
- Unit trusts	473,410	168,182	119,504
- Equity shares	391,148	146,923	137,930
- Quoted bonds	197,518	410,679	412,005
Forward foreign exchange contracts (c)	2,015	988	-
	1,064,091	726,772	669,439

Urban Redevelopment Authority
NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2006

8. FINANCIAL ASSETS/(LIABILITIES) AT FAIR VALUE THROUGH PROFIT OR LOSS (CONTINUED)

	31 March 2006 At fair value \$'000	← 31 March 2005 At fair value \$'000	→ At cost \$'000
Financial liabilities			
Forward foreign exchange contracts (c)	(1,466)	(2,759)	-

The exposure of investments in quoted bonds to interest rate risks is disclosed in Note 24(b).

- (a) Included in marketable securities are quoted bonds, which have a weighted average effective interest rate of 3.73% per annum (31 March 2005: 3.47% per annum).
- (b) Investments denominated in foreign currencies amounted to \$820,854,000 as at 31 March 2006 (31 March 2005: \$305,899,000). The foreign currency exposure arises primarily from the Authority's investment in unit trusts which are denominated in US Dollar (31 March 2005: quoted bonds denominated mainly in US Dollar and Euro).
- (c) Foreign exchange contracts are used to hedge foreign exchange risks arising from investments in quoted bonds. The notional principal amounts of outstanding forward foreign exchange contracts of the Authority as at 31 March 2006 is \$404,993,000 (31 March 2005: \$333,443,000).

Total outstanding foreign exchange contracts comprise mainly contracts involving US Dollar and Euro, which amounted to \$198,501,000 and \$98,160,000 respectively as at 31 March 2006 (31 March 2005: \$168,221,000 and \$100,609,000 respectively).

At 31 March 2006, the settlement dates on forward foreign exchange contracts range between 1 and 2.6 months (31 March 2005: between 1 and 2.3 months).

- (d) Included in marketable securities is an internally managed portfolio of bonds issued by the Singapore government and other statutory boards amounting to \$41,527,000 as at 31 March 2006 (31 March 2005: At fair value – \$49,226,000, At cost – \$51,598,000).

Urban Redevelopment Authority
NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2006

8. FINANCIAL ASSETS/(LIABILITIES) AT FAIR VALUE THROUGH PROFIT OR LOSS (CONTINUED)

Other than the above, the marketable securities are managed by external fund managers. As at 31 March 2006, the funds placed with the external fund managers is \$1,040,563,000 (31 March 2005: At fair value – \$694,727,000, At cost – \$637,781,000). This is represented by the following:

	31 March 2006 At fair value \$'000	← 31 March 2005 At fair value \$'000	→ At cost \$'000
Financial assets/(liabilities)			
Marketable securities:			
- Unit trusts	473,410	168,182	119,504
- Equity shares	391,148	146,923	137,930
- Quoted bonds	155,991	361,453	360,407
Forward foreign exchange contracts	549	(1,771)	-
	1,021,098	674,787	617,841
Other assets/(liabilities)*:			
Bank balances	11,463	16,983	16,983
Receivable for sale of investments	7,803	13,696	13,696
Fixed deposits	4,500	12,562	12,562
Interest, dividend receivables and recoverables	3,806	5,204	5,204
Payables for purchase of investments	(7,382)	(27,917)	(27,917)
Accrued expenses and other payables	(725)	(588)	(588)
	19,465	19,940	19,940
	1,040,563	694,727	637,781

* These items have been included in the respective current assets and liabilities categories in the Balance Sheet.

Urban Redevelopment Authority
NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2006

9. CASH AND CASH EQUIVALENTS

For the purposes of the Cash Flow Statement, cash and cash equivalents comprise the following:

	31 March 2006 \$'000	31 March 2005 \$'000
Fixed deposits with banks	288,670	531,734
Cash and bank balances	24,939	3,226
Cash balances and fixed deposits held by fund managers	15,963	29,545
Cash and cash equivalents per Cash Flow Statement	329,572	564,505

The exposure of cash and cash equivalents to interest rate risks is disclosed in Note 24(b).

- (a) The weighted average effective interest rate of the fixed deposits as at 31 March 2006 is 3.04% per annum (31 March 2005: 1.63% per annum).
- (b) Cash and cash equivalents denominated in foreign currencies amounted to \$4,859,000 (31 March 2005: \$18,833,000) and are denominated mainly in US Dollar and Euro (31 March 2005: US Dollar and Euro). The cash in foreign currencies are held in relation to the Authority's investment in quoted equities and bonds.
- (c) The carrying amounts of cash and cash equivalents approximate their fair value.

10. DEFERRED INCOME

This represents agency fees on sale of sites received for services to be performed in future financial years.

	31 March 2006 \$'000	31 March 2005 \$'000
To be recognised within 12 months	1,788	2,323
To be recognised after more than 12 months	2,569	2,198
	4,357	4,521

Movements in deferred income account are as follows:

	31 March 2006 \$'000	31 March 2005 \$'000
Balance at beginning of the financial year	4,521	6,749
Income deferred for the financial year	2,159	165
Transfer to Income and Expenditure Statement	(2,323)	(2,393)
Balance at end of the financial year	4,357	4,521

Urban Redevelopment Authority NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2006

11. CREDITORS AND ACCRUED OPERATING EXPENSES

	31 March 2006 \$'000	31 March 2005 \$'000
Collections on behalf of Ministry and government agencies		
- development charges and parking fees	35,270	19,669
- others	368	433
Operating creditors and advance	10,752	3,359
Accrued operating expenses and other payables	10,002	7,570
Payables for purchase of investments	7,382	27,917
Payables for capital expenditure	1,494	2,082
	65,268	61,030

The carrying amounts of creditors and accrued operating expenses approximate their fair value.

12. PROVISION FOR PENSIONS AND GRATUITIES

Movements in provision for pensions and gratuities are as follows:

	31 March 2006 \$'000	31 March 2005 \$'000
At beginning of the financial year	1,317	2,886
Provision made during the financial year	446	70
Provision utilised during the financial year	(357)	(1,639)
At end of the financial year	1,406	1,317

13. CAPITAL ACCOUNT

The balance in this account represents:

- (a) the value of certain leasehold land of the former Urban Renewal Department under the Ministry of National Development and some adjacent state land vested in the Authority when it was established; and
- (b) the net book value of movable assets transferred from the former Planning Department and the Research and Statistics Unit under the Ministry of National Development upon their amalgamation with the Authority on 1 September 1989.

Urban Redevelopment Authority NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2006

14. PARKING FEES AND RELATED CHARGES

The Authority operates the common car park coupon system jointly with Housing and Development Board ("HDB") from 1 September 1981. The total annual coupon sales proceeds is shared between the Authority and HDB based on management's best estimate of the usage of coupons in the car parks managed by each party using an agreed sharing formula. Each party's share of the coupon sales proceeds is subject to adjustment that may arise from joint coupon income surveys carried out at periodic intervals that are mutually agreed by both parties.

In the preceding financial year, following the completion of the latest coupon income survey, adjustments were made to the sharing of proceeds from sale of parking coupons for the financial years 2000/2001 to 2004/2005. The effect of the adjustment was to increase the Authority's share of income from sale of parking coupons by \$6,468,000 for the financial year 2004/2005 and \$28,433,000 for the financial years 2000/2001 to 2003/2004. All effects were taken to the Income and Expenditure Statement for financial year 2004/2005.

15. RECOVERY OF COST

	2005/2006 \$'000	2004/2005 \$'000
Recovery of cost from the government		
- planning services	28,558	23,241
- stores and services	2,253	2,344
- agency car parks	1,201	2,032
- land management	442	798
- Preservation of Monuments Board	462	263
	32,916	28,678

16. AGENCY AND CONSULTANCY FEES

The Authority sells and manages land for the government, manages car parks and undertakes development projects on behalf of the government and other organisations and earns agency and consultancy fees from these services provided.

17. INCOME FROM DEVELOPMENT CONTROL

The income from development control includes sale of approved plans, search fees, lodgment fees and development application processing fees collected under subsidiary legislation made under the Planning Act (Cap. 232) and administrative charges for planning clearance for projects submitted by government departments and ministries.

Urban Redevelopment Authority
NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2006

18. EXPENDITURE ON MANPOWER

	2005/2006 \$'000	2004/2005 \$'000
Salaries, allowances and bonus	55,080	56,428
Employer's contribution to Central Provident Fund	6,089	6,506
Termination benefits	4,114	104
Other staff costs	358	427
	65,641	63,465

Key management personnel compensation is as follows:

	2005/2006 \$'000	2004/2005 \$'000
Salaries and other short-term employee benefits	2,887	2,823
Employer's contribution to Central Provident Fund	111	164
	2,998	2,987

Key management refers to employees designated as Directors and above who have the authority and responsibility for planning, directing and controlling the activities of the Authority.

19. TEMPORARY OCCUPATION LICENCE FEES

The Authority pays temporary occupation licence fees to other state-controlled entities for the use of land belonging to the State and other statutory boards for kerbside and off-street parking.

20. OPERATING SURPLUS

The following items have been included in arriving at operating surplus:

	2005/2006 \$'000	2004/2005 \$'000
Charging:		
Operating lease expenses	881	894
Board members' allowances	67	61

Urban Redevelopment Authority
NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2006

21. INCOME FROM BANK DEPOSITS AND INVESTMENTS

	2005/2006 \$'000	2004/2005 \$'000
Interest income from bank deposits	9,673	5,517
<u>Investments</u>		
Unrealised gain from investments	50,574	-
Realised gains from sale of investments	26,027	21,411
Gross dividend income	10,873	6,631
Interest income	10,362	14,479
Realised foreign exchange gain	1,978	341
Income from investments	99,814	42,862
Fund management expenses	(4,544)	(1,788)
	95,270	41,074
Net income from bank deposits and investments	104,943	46,591

22. CONTRIBUTION TO CONSOLIDATED FUND

The contribution to the Consolidated Fund is made in accordance with Section (3)(a) of the Statutory Corporations (Contributions to Consolidated Fund) Act (Cap. 319A). The rate of contribution for the current financial year is 20% (2004/2005: 20%).

	31 March 2006 \$'000	31 March 2005 \$'000
Contribution to Consolidated Fund is made up of:		
- contribution for the financial year	21,921	14,606
- contribution arising from adoption of FRS 39 (Note 3.1(a))	10,915	-
	32,836	14,606

Urban Redevelopment Authority NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2006

23. COMMITMENTS

(a) Capital commitments

Capital expenditures contracted for at the balance sheet date but not recognised in the financial statements are as follows:

	31 March 2006 \$'000	31 March 2005 \$'000
Infrastructural projects	22,758	-
Property, plant and equipment	6,427	7,697
Amounts approved and contracted for	<u>29,185</u>	<u>7,697</u>

(b) Operating lease commitments – where the Authority is a lessor

The future aggregate minimum lease payments receivable under non-cancellable operating leases contracted for at the reporting date but not recognised as receivables, are as follows:

	31 March 2006 \$'000	31 March 2005 \$'000
Not later than one year	2,848	2,955
Later than one year but not later than five years	2,239	4,701
	<u>5,087</u>	<u>7,656</u>

24. FINANCIAL RISK MANAGEMENT

The main risks arising from the Authority's activities are price risk (including foreign exchange risk, market risk), interest rate risk, credit risk and liquidity risk, which are summarised below:

(a) Price risk

Foreign exchange risk

The Authority has exposure to foreign exchange risk as a result of investments in foreign currency denominated assets by the external fund managers. Foreign currency contracts are used to hedge foreign exchange exposure as and when required. Disclosure of financial assets denominated in currencies other than Singapore Dollar is disclosed in Notes 8 and 9 of these financial statements.

Market risk

The Authority's exposure to equity securities market risk arises from its equity investments.

Urban Redevelopment Authority NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2006

24. FINANCIAL RISK MANAGEMENT (CONTINUED)

(b) Fair value interest rate risk

The Authority's exposure to interest rate risk for changes in interest rates arises primarily from investments in quoted bonds and fixed deposits. Investments in listed bonds obtained at fixed rates expose the Authority to fair value interest rate risk.

The tables below set out the Authority's exposure to interest rate risks. Included in the tables are the assets and liabilities at carrying amounts, categorised by the earlier of contractual repricing or maturity dates.

	Not later than 1 year \$'000	2 to 5 years \$'000	Over 5 years \$'000	Total \$'000
At 31 March 2006				
At fair value				
Assets				
Fixed deposits	293,170	-	-	293,170
Quoted bonds	18,162	81,657	97,699	197,518
Staff loans	72	141	73	286
	<u>311,404</u>	<u>81,798</u>	<u>97,772</u>	<u>490,974</u>
At 31 March 2005				
At cost				
Assets				
Fixed deposits	544,296	-	-	544,296
Quoted bonds	50,762	154,287	206,956	412,005
Staff loans	85	201	273	559
	<u>595,143</u>	<u>154,488</u>	<u>207,229</u>	<u>956,860</u>

(c) Credit risk

Credit risk is incurred from debtors and financial institutions. The maximum exposure at the end of the financial year, in relation to each class of financial asset is the fair value of those assets in the Balance Sheet.

Cash and fixed deposits are placed with high credit quality financial institutions. Bonds held for investment are of at least a Moody's grading of Baa3 or its equivalent.

There are no significant concentrations of credit risk from debtors as the major customers of the Authority are government bodies. There is also consistent monitoring of the credit quality of the customers.

(d) Liquidity risk

The Authority ensures that it maintains sufficient cash and flexibility in funding and the investments are mainly in marketable securities of quoted bonds and equity shares.

Urban Redevelopment Authority
NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2006

25. NEW ACCOUNTING STANDARDS AND FRS INTERPRETATIONS

Certain new accounting standards and interpretations have been published that are mandatory for accounting periods beginning on or after 1 January 2006. The Authority does not expect that adoption of these accounting standards or Interpretations will have a material impact on the Authority's financial statements.

26. AUTHORISATION OF FINANCIAL STATEMENTS

These financial statements were authorised for issue by the Board on 12 June 2006.