

COMPANY PROFILE

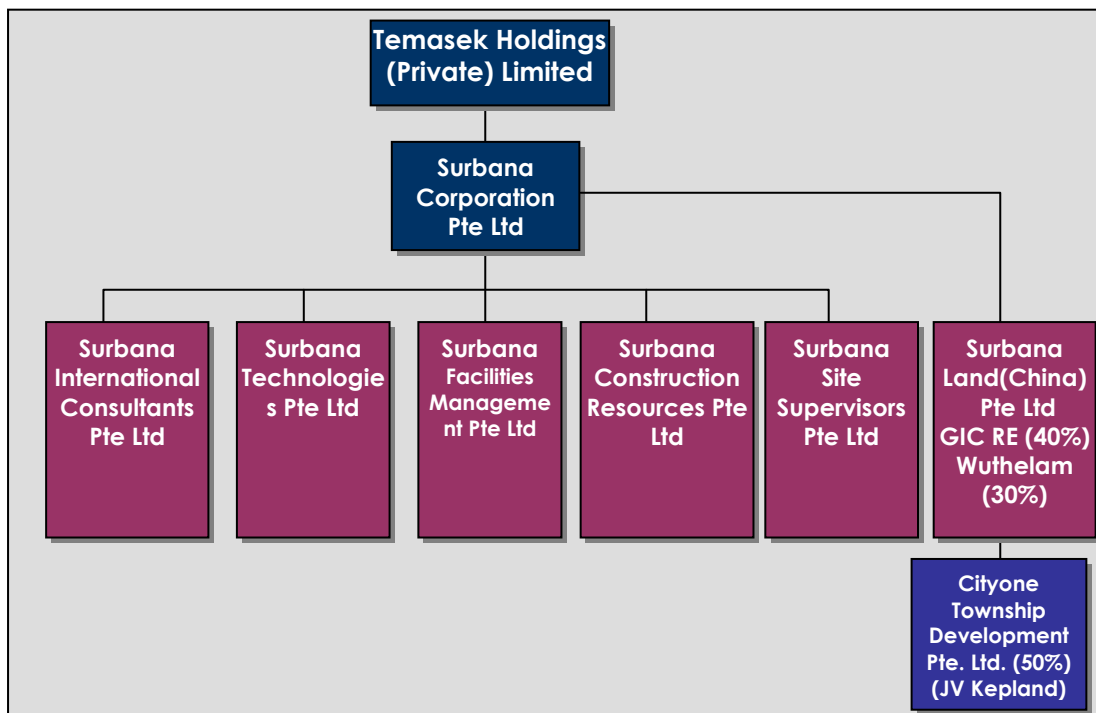
Introduction

Surbana International Consultants Pte Ltd (SIC) is a member of Temasek Holdings, an Asia investment company headquartered in Singapore, which manages a diversified global portfolio of USD108 billion. Temasek Holdings have invested in a range of industries: telecommunications and media, financial services, property, transportation and logistics, energy and resources, infrastructure, engineering and technology, as well as pharmaceuticals and biosciences.

We, at SIC, are one of the leading development professionals in the Asian region providing a full spectrum of building, infrastructure development and management services. Since 1960, we have contributed immensely in the process of moulding Singapore into a modern metropolis with world-class housing facilities that we have developed in 26 vibrant townships. Each one of these successful townships has a different design, theme and identity, and houses nearly 90% of the population of Singapore.

Our vision is to become a *world-class* building and infrastructure total solutions provider that shapes townships and cities of the future. Leveraging on our strong track record in Singapore we have expanded our portfolio of projects to other Asian markets such as China, India, Sri Lanka, Taiwan, the Middle East, and our South East Asian neighbours such as Vietnam Indonesia, Malaysia, and the Philippines. We have projects in 22 countries and 73 cities, and are able to tap into our global network for the successful delivery of our company's services.

Organisation Structure



Business Activities and Areas of Specialisation

Surbana's comparative advantage lies in our ability to provide a comprehensive range of building consultancy services. While the focus of our core business is in consultancy services, we have also taken the role of a developer in places such as China. Our ability to take on dual roles as both a consultant and a developer is what sets us apart from other developers because we are able to provide a holistic perspective on development projects that starts from the master planning stage. Upon completion of construction phase, Surbana also looks into the long-term maintenance of the built environment. We have developed innovative technology, i.e. the Integrated Estate Management Solutions (IEMS), to efficiently carry out the maintenance of buildings, estates and towns.

Surbana strongly believes in ensuring that the built environment remain relevant by catering to the needs of the community that evolves over time. The 26 towns in Singapore continue to remain in good condition because we are actively engaged in various works that aim to renew and rejuvenate the towns.

Surbana's broad spectrum of capabilities includes:

- Master Planning and Urban Design
- Architectural and Landscape Design
- Reclamation and Infrastructure
- Engineering Design
- Township Development
- Building and Construction Technologies
- Estate Management and Rejuvenation
- Project Management
- Quantity Surveying
- Land Surveying
- Site Supervision
- Management of Construction Resources





Staff Strength

Being a knowledge-based organisation, Surbana's key asset lies in its people. We have a multi-disciplinary team of professionals who possesses a wealth of experience, skills and talent to handle every project competently and to achieve project excellence. Aside from professional expertise, we also bring to you our shared values of integrity, insightfulness, intuitiveness and collaboration. These are the very same values Singaporeans embraced and upheld during the 'making of Singapore' to help the small, young nation, with a lack of natural resources achieve its First World status.

The following shows the composition of our staff from the various disciplines:

Discipline	Planner	Architect	Engineer (M&E)	Engineer (C&S)	Project Management	Quantity Surveyor	Administration/BD and other back up staff	Total
Qualified Degreed Staff	14	100	29	119	64	31	70	427
Other Technical Staff	13	108	44	82	58	54	75	434
Total	27	208	73	201	122	85	145	861

Associated Companies

Surbana has also successfully leveraged on the Singapore experience by bringing our expertise overseas and seeking new places where we can contribute to the improvement of the built environment through our wealth of experience in planning, design, development and management. We have established our presence in key regions including China, India, and recently in the Middle East and South-East Asia region. Surbana's projects in 72 international cities are diverse in scope, ranging from large-scale master planning to township planning and development to premium high-rise residence to iconic mix use/commercial facilities.

Our Global Markets

Surbana currently has 13 regional offices in Asia and Middle East. The locations and details of these regional offices are as shown:

CHINA

Shanghai (Regional Office):

Unit C3 Building 1 No. 2170
Wan Hang Du Road, Creative Park
Shanghai 200051 China

Tel: +86 21 5155 1399
Fax: +86 21 5155 1398

Chengdu:

10F/A City Tower
86 Renmin South Road (Section 1)
Chengdu 610016 China

Tel: +86 28 8620 3800
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Tianjin:

Harbour Centre No. 240
2003 Zhang Zi Zhong Road Heping District
Tianjin 300041 China

Tel: +86 22 2319 3288

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Wuhan:

Unit 2005 Tower B No. 442
Zhongnan Int'l City, Wuluo Road
Wuhan 430070 China

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Wuxi:

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INDIA**Hyderabad (Regional Office):**

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QATAR

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I. BACKGROUND

Surbana International Consultants in collaboration with Changi Airport Consultants (CAC) is proud to be invited by Marina Ventures Asia Pacific Ltd., Singapore and its joint venture partner PT Sekapa, Indonesia to submit a conceptual master planning consultancy services for the 5,500 ha of land at Sipora Island, West Sumatra, Indonesia. The main objective of the planning exercise is to assist Marina Ventures Asia Pacific Ltd. and PT Sekapa to earmark four areas of different themes for conceptual master planning as well as the planning for new international airport as the main access point for visitors to Sipora Island.

Surbana and CAC will work with Marina Ventures Asia Pacific Ltd. and PT Sekapa in the consultancy process to incorporate innovative ideas and update changes in plans. We believe that a plan must be as flexible as possible in an evolving competitive market. The master plan must also consider innovative initiatives and keep up with new niches and trends in the leisure and tourism market.

As the preferred urban planning consultant and airport consultant in Asia, Surbana and CAC have developed strengths and expertise in a variety of international projects regionally. Responsiveness to market characteristics and sensitivity to the built and natural environment are key considerations to the development of a successful and integrated island development. Sustainability, be it environmental or economic is paramount to achieving world's best practice in resort planning and design.

We recognise that the development of Sipora Island will not adopt a conventional approach! Therefore, the planning and design work carried out will lead to a unique solution proposition instead of merely a master plan embellished with attractive plans and images.

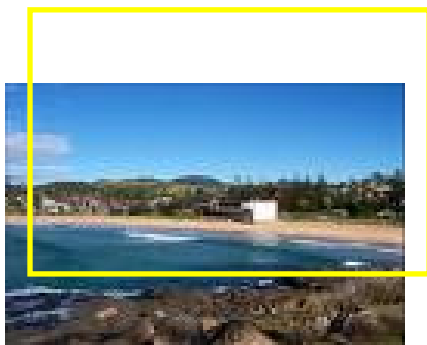
To plan and design for Sipora Island, we feel that new values need to be created. Together with Marina Ventures Asia Pacific Ltd. and PT Sekapa, Surbana's project team will examine and explore the creative, experience, relationship, brand, aesthetic and flexibility factors of a good island planning and design. We believe we can assist the Client to create value through solutions. These are:

- Enhance client revenues through solutions
- Decrease client risks through solutions
- Reduce client costs through solutions



II. THE STUDY AREA

Sipora Island is located off Sumatra in Indonesia. The planning area for Sipora Island is approximately 5,500ha of land with a total of 4 areas earmarked for conceptual planning and design. Sipora is a popular surfing spots offering year round surfing opportunities.





III. DEVELOPMENT OBJECTIVES

The master planning and positioning of Sipora Island offer a golden opportunity for Marina Ventures Asia Pacific Ltd. and PT Sekapa together with Surbana and CAC to project a sustainable development image if both parties can orchestrate the objectives in a concerted manner.

A successful developer of master planning development must continue to re-evaluate their objectives and strategies to remain on top of the competitive market. If a master plan is viewed as a directive for action, its success would depend on the way it is implemented. A carefully crafted master plan and development-phasing plan require clear understanding of the site conditions and general market conditions.

Surbana and CAC believe that our involvement in the planning and positioning would transform Sipora Island into an environmental, tourism and living assets, attracting development investments and expanding the region's tourism base. Tourism development along Sipora Island would be planned and designed in such a way that it:

- **Builds a strong sense of seafront resort living community** for all residents and visitors, by offering attractive lifestyles options, developing a sense of stewardship and promoting attractive island living environment;
- **Offers a wide-range of uses and activities** that are vibrant and serve people of all ages and economic levels;
- **Provides a unique sense of ownership and cultural identity** for the local community, workers and residents in the island;
- **Is a self-contained development that fully integrates** with existing communities and surrounding attractions;
- **Creates economic boom and job opportunities** locally and regionally;



IV. METHODOLOGY & DEVELOPMENT APPROACH

Sipora Island is to be planned with an energetic mix of recreational, retail, hotel, residential and entertainment facilities resulting in a welcoming, self-contained integrated island community that displays a relax atmosphere. Entrusted with the dual mission of preserving and enhancing the enjoyment of natural sceneries and resources, land use planning incorporates designs that manifest eco-friendliness. Comfort of the island joined by the company of nature, the new development along the coast is bound to create a wholesome experience for all residents and visitors. We intend to transform Sipora Island into a world-class resort development complete with:

- An outstanding island resort with a wide range of services satisfying residents' and tourists' needs;
- Eco-friendly design of quality homes, chalets and villas;
- Parkland areas with high quality recreational and leisure facilities;
- A healthy environment complete with provisions of infrastructures and utilities for environmental and social services;
- Cultural, sports and recreational facilities promoting participative programmes and activities;
- Eco-tourist sites for the nature lovers and adventurers.

Key planning and design considerations of our master planning include the following:

4.1 Benchmarking

Surbana will benchmark against world-best standards for island resort development with prominent seafront. Besides in-depth studying of the trends, the benchmarking exercise will also focus on key planning and design parameters of selected key examples that address potential environmental and development impacts such as energy saving, green initiatives with sustainable consideration. In addition, important parameters such as land use mix, plot ratio, flexible land parcelling will be key indicators to be benchmarked. The benchmarking exercise will also look at critical factors that contribute to the success and also failure of a world-class seafront development.

4.2 Site Analysis and Site Capabilities

A master plan is as accurate as the information on which it is based. All pertinent information must be examined and analysed before any plan can be made. Our team members will synthesize the available information and organise it in ways to address specific issues based on categorisations.

As such, a master plan is not a rigid design for the future; it suggests solutions to specific current situations and looks to identify and plan for anticipated future issues.

4.3 Land Use and Activities Matrix

As part of the site analysis, Surbana will generate a matrix documenting the relationships between proposed land uses and associated intended uses and activities. It will also consider needs of different users and age groups in the matrix formulation. The resultant land use-activities matrix provides an exhaustive exploration of potential activities within the land use context. The land use-activities matrix provides appropriate uses that enable the team to examine the site potential for each use and provide an optimum solution for each piece of land within the site.

V. DELIVERABLES

There will be 2 (two) major components in the planning process:

1. **The Masterplan of Sipora Island**, to be undertaken by Surbana
2. **The Sipora Airport Planning**, to be undertaken by Changi Airport Consultant (CAC)

5.1 The Masterplan of Sipora Island

5.1.1 Stage 1 - Preparation of Conceptual Master Plan

Stage 1 is the beginning of the plan making exercise incorporating the site's conditions and client's specific requirements and aspirations for Sipora Island. Key objective is to unveil the development potentials of Sipora Island. Broad land use and development parameters are formulated to test against physical, regulatory and market requirements. In addition, each parcel of land is planned with development parameters with a specific set of development guidelines.

Key considerations for Stage 1 are:

- Establishing a Client-Consultant Project Management Team (CCPMT). The formation of the CCPMT is important to ensure success of the project as the

preparation of the master plan involves professionals from multi-disciplines and inputs from the Client.

- Client to provide Surbana and CAC with all critical base information such as previously approved Master Plan, previously conducted topographical survey and also environmental impact assessment studies for the site (if any). Surbana will then conduct a comprehensive site inspection of existing site conditions and also neighbouring developments that might have development impacts on the subject site. The site inspection will examine existing major encumbrances imposed (if any) and major transportation and infrastructure/utilities such as roads, drainage, sewerage, and power (electricity) connectivity in the vicinity;

In the Conceptual Master Plan stage, together with the client, Surbana sets the direction for the overall land use, transportation, utilities and open space network for the entire planning area. It will seek to optimise the usage of land, taking into consideration the surrounding context and existing development. In addition, Surbana will assist the client in testing the brief provided by applying its proposed land use quantum against the physical characteristic, regulatory and technical requirements imposed on the project site.

Key deliverables for Stage 1 Conceptual Master Plan are:

Item	Key Topics	Deliverables
1	Site analysis (Strengths, weaknesses, opportunities, constraints (SWOT))	Text and graphic elaborated as in report format
2	Benchmarking - world best practices	Text and graphic elaborated in report format
3	Planning and development concept	Development concept plan in plan format
4	Land use formulation	Broad land use plan in plan format
5	Master Plan formulation	Conceptual Master Plan in plan format
6	Transportation and circulation network plan	Conceptual Transportation and circulation network in plan format
7	Pedestrian network	Conceptual pedestrian network in plan format
8	Infrastructure and utilities	Conceptual infrastructure and utilities in plan format
9	Amenities and facilities	Conceptual amenities and facilities in plan format
10	Open space & recreational Concept	Open space and recreational in plan format
11	Landscape themes	Landscape theming in plan format

5.1.2 Stage 2 – Implementation Strategy and Action Plan

Stage 2 is the preparation of implementation strategy and associated action plan catering to short-term, medium-term and long-term needs of the development of Sipora Island. Table below illustrates the framework to be provided:

Implementation Strategies	Short-term (<12 months)	Medium-term (12-24 months)	Long-term (<24 months)
For entire 5,500ha	1. 2. 3.	1. 2. 3.	1. 2. 3.
For earmarked 4 planning areas	1. 2. 3.	1. 2. 3.	1. 2. 3.

Besides drafting the implementation strategy and associated action plan, Surbana will also assist the client in the preparation of project showcase and exhibition in selected areas for marketing and publicity events.



5.2 The Sipora Airport Planning

In order to meet Client's objective of developing Sipora Island, CAC will advise on the Stage 1 of the Airport Planning which covers the following areas of airport layout plan and constructing of a new terminal in particular:

5.2.1 Traffic forecast review

Forecast of aviation demand will be made for the short term (0- to 5-year), the intermediate term (6- to 10-year) and the longer term (11- to 20-year) which will be based on the current relevant data to be provided by the client. The forecast will include passengers, cargo and aircraft movements.

5.2.2 Airport layout plan

CAC will prepare Sipora Airport layout plan, detailing the following areas:

(a) Preparation of airport layout

Based on the existing airport review and future development plans, CAC will determine the following areas pertaining to the airport layout:

(i) Recommend facility requirements

A team of airport planners from CAC will perform a comprehensive audit of the existing list of facilities at Sipora Airport and the Master Plan including the terminal building, airport support facilities (flight kitchens, hangars, etc), cargo facilities, utilities, road system, etc. The objective of this audit exercise is to understand the current state of these facilities, identify gaps in the existing Master Plan. CAC will recommend new facilities to be included in the master plan so as to provide all round support for the operations and growth of the airport.

(ii) Demand capacity analysis

CAC consultants will analyze the demand versus installed airport capacity of the airport, and recommend a development plan so as to provide a consistent level of service as the traffic grows.

(iii) Airport development schedule

CAC will propose an airport development schedule recommending the timing of airport expansion programs based on planned activity levels achieved at Sipora airport. The development schedule balances the need for sufficient capacity and controlled capital expenditure while maintaining the level of service envisaged for the Airport. Other considerations in the development include ease of construction in the landside/airside, safety during construction, impact on operations of the existing facilities, etc.

(b) Terminal site selection

Based on the master plan and current maps, CAC will advise on selecting the site for the new terminal so as to help Sipora Airport meet growing demand.

(c) Terminal design

An experienced team of airport planners will advise on the following areas pertaining to terminal design, ensuring compliance with relevant IATA and ICAO standards.

(i) Terminal facilities planning

A team of airport planners from CAC will advise on the facilities requirement to be included into the terminal based on traffic forecast and overall airport master plan so as to provide an all-round support for the operations and growth of the terminal.

(ii) Aircraft stands and gates

Based on traffic forecast, CAC will determine the requirements for aircraft stands and gates.

(iii) Baggage handling system review and determination of specifications

CAC airport planning team will determine the requirements and specifications for baggage handling system based on traffic forecast so as to ensure smooth baggage handling and enhance passenger experience.

(iv) Terminal Configuration

CAC will design configuration for the terminal (i.e., its shape, number of levels etc)..

5.2.3 Airport layout plan presentation

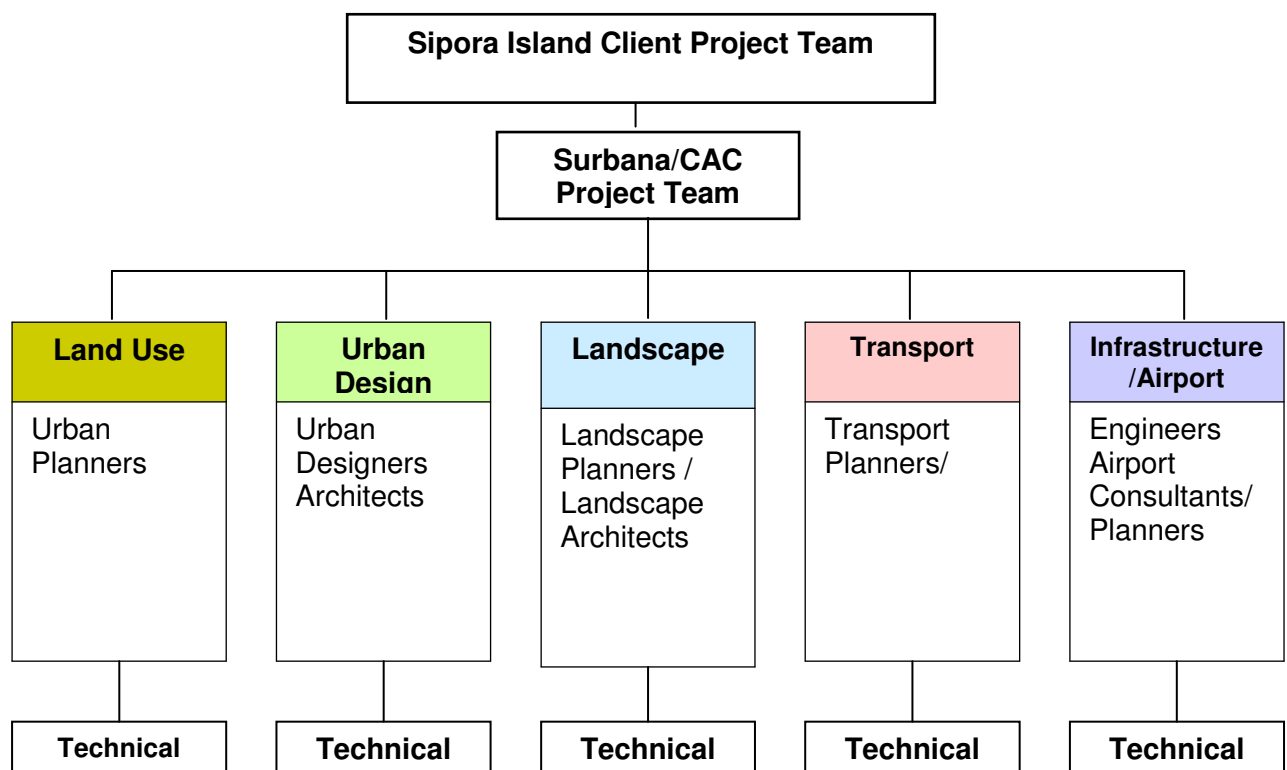
Upon completion of airport layout plan, CAC will present it to the Client.

5.2.4 Airport Planning – Stage 2 (Optional)

Upon successful delivery of Stage 1, the Client may engage CAC to provide further consultancy (Stage 2) on of the project, which may cover

- (a) Master Plan review,
- (b) Preparation of airport layout, in particular
 - (i) Land-use planning
- (c) Terminal design, in particular,
 - (i) Terminal space planning,
 - (ii) Terminal architectural perspectives
 - (iii) Terminal commercial.

VI. PROJECT TEAM



We reckon that the planning and design process for the Sipora is a challenge and unique to Marina Ventures Asia Pacific Ltd. and PT Sekapa. A multi-disciplinary team is tasked to assess, evaluate and make market and environmental sensitive recommendations to position and plan for the Island.