FUTURESCAPES
At Sinar Mas Land we believe in **endless** progress.

A future that offers something better, fulfilling and enduring – a built environment that capitalises on knowledge, technology and innovation – for the greater good. Progress must be sustainable, based on a solid foundation of past learning and investment, and a responsible approach to conserve and provide for generations to come.

Our vision is to become the leading property developer in South East Asia, trusted by our customers, employees and other stakeholders – based on a number of core values which include integrity, a positive attitude, commitment, continuous improvement, to be innovative and loyal.

We have come far over the 40 years since our inception, there are even more exciting challenges ahead. **Futurescapes is about Sinar Mas Land, our views and successes in the property sector and where we are going next.**
Sinar Mas Land provides investors with access to an unparalleled portfolio in property development, primarily focused in Asia where we have been able to demonstrate outstanding returns and value creation.
Sinar Mas Land offers scale and diversity

Our portfolio includes:
- 4 cities & townships
- 9 residential estates
- 9 office buildings
- 3 industrial estates
- 14 retail & trade centres
- 2 resort parks
- 4 hotels
- 5 golf courses

(SEE PREVIOUS PAGE)
STRATEGY

Our sustainable business model is characterised by scale and long-term horizons, to capture the best growth potential, mitigate the risks and capitalize on the opportunities throughout the phases of the property cycle.

Muktar Widjaja
Chairman

The Sinar Mas Land business model

Portfolio: Scale, diversity and longevity
Our business model is focused on maintaining quality earnings - through a combination of progressive sales in each development phase, income from long term leases to quality tenants and property management fees – coupled with significant potential for capital appreciation. Whether inner city developments, industrial estates or leisure resorts, we concentrate on signature locations, outstanding design and space planning for all our properties.
**Innovative**
Central to our ‘future focus’ is to embrace innovation; from the core essentials to imaginative and daring design concepts, from waste materials management and drainage networks to green space. Whether dedicated rail links, outdoor shopping or thematic water parks, we aim to set new standards for property development.

**Commitment**
Successful completion of ultra large projects in excess of thousands of hectares requires a painstaking and rigorous approach in planning, construction and delivery. And by maintaining discipline in the execution, we have been able to achieve premium values and exceptional returns.

**Loyalty**
We thrive on strategic partnerships and joint ventures (see panel) in which we share a vision and values with our partners. These are relationships that apply expertise, knowledge and experience for special purpose developments that make any Sinar Mas Land project extraordinary. Leading corporations bring prestige whether as anchor tenants or owners of high profile buildings within our town, industrial, commercial and cityscapes.

**a balanced approach**
Our portfolio comprises properties under development including an extensive landbank, joint venture and strategic partnership investments, properties held for sale and investment properties.

Our partners: leaders in their own right
- **AEON Mall** – Japan’s largest shopping mall developer and operator is partnering with Sinar Mas Land in several landmark shopping malls in Indonesia over the next eight years – commencing with AEDN Mall, BSD City and a second site at Kota Deltamas.
- **Courts** – leading Singapore retailer is partnering with Sinar Mas Land to develop megastores throughout Indonesia under a ‘Build-to-suit’ concept.
- **Hong Kong Land, Jardine Matheson Group**, one of Asia’s leading property investment, management and development companies will invest US$271 million with Sinar Mas Land in a residential and commercial project covering 65 hectares in BSD City.
- **Itochu** – one of Japan’s leading trading companies is developing an industrial park of over 1,200 hectares at Karawang International Industrial City.
- **Kompas Gramedia Group** and Sinar Mas Land are creating ICE (Indonesia Convention Exhibition), the largest international exhibition and convention centre in Indonesia and a new national showcase.
- **Sojitz**, the leading Japanese trading and industrial group, is in partnership with Sinar Mas Land to develop a 1,000 hectares industrial park, Greenland International Industrial Centre in Kota Deltamas, east of Jakarta. Over 60 corporate tenants have been secured in automotive manufacture, consumer electronics and general consumer goods.
- **Unilever** is building a new low impact, sustainable headquarters in the heart of the Sinar Mas Land Green Office Park.
How we measure our performance

A balanced approach
Sustainability requires balance; generating an economic return first and foremost, while recognizing the importance of managing available natural resources responsibly and preserving equitable standards both for the established communities around us and the ones we create.

In the next decade we expect to build 150,000 new homes in BSD City alone, as the garden city grows to over 1 million residents. At this level of responsibility it is essential as an organization that we remain open, accessible and transparent. We engage and consult all major stakeholders on matters of general public concern as well as localized issues, from land rights to concerns over ecology, from adequate roads to education and skills development. In more than two decades of operations we have learned the value of good relations with the community at large, how to ensure our projects contribute effectively to livelihood creation and poverty alleviation – among the Millennium Development Goals.
Revenue and earnings track record

Sinar Mas Land Limited is a listed company on the Singapore Stock Exchange, headquartered in Singapore and engaged in property development mainly in Indonesia, China, Malaysia, Singapore and United Kingdom. The company has two subsidiaries listed on the Indonesia Stock Exchange namely PT Bumi Serpong Damai Tbk (BSDE) and PT Duta Pertiwi Tbk (DUTI). The result for 2013 shows continued and exceptional revenue and earnings growth and a return on investment that has doubled, year on year.

<table>
<thead>
<tr>
<th>Audited in S$ million</th>
<th>2011</th>
<th>2012</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenue</td>
<td>534.4</td>
<td>631.3</td>
<td>985.0</td>
</tr>
<tr>
<td>EBITDA</td>
<td>216.9</td>
<td>274.8</td>
<td>556.8</td>
</tr>
<tr>
<td>Profit Attributable to Shareholders</td>
<td>88.8</td>
<td>112.7</td>
<td>252.5</td>
</tr>
<tr>
<td>Total Assets</td>
<td>2,950.0</td>
<td>3,395.8</td>
<td>3,559.3</td>
</tr>
<tr>
<td>Earnings per Share (basic)</td>
<td>2.92 cents</td>
<td>3.70 cents</td>
<td>8.30 cents</td>
</tr>
<tr>
<td>Return on Shareholders’ Equity</td>
<td>6.10%</td>
<td>7.54%</td>
<td>17.03%</td>
</tr>
</tbody>
</table>

as of 31 December 2013, BSDE is the largest property company in Indonesia in terms of market capitalization.
CITYSCAPES

Cities and townships to meet the demographic challenge

As our customer base evolves, we are responding by creating new living environments. Over 70% of Indonesians seeking homes in urban areas by 2030 will mean an extra 32 million people to accommodate in the built up area. At the same time the demographic profile is in transition - a growing working age population but also a larger aging group with specific needs and spending power.

BSD City

Our largest single project, the creation of a satellite city - to the southwest of the national capital, Jakarta - is itself the realization of over 20 years of meticulous planning. Already in its second phase to 2020, with a third and final chapter on track to complete in 2035, this cityscape of 6,000 hectares is setting a new standard for modern living in Indonesia.

The BSD City development plan incorporates five toll roads, two of which are already in place with feeder links to busways for local and capital city access, plus a double track rail connection. A dedicated water treatment plant and extensive nursery developments ensure the city can flourish. There are more than 65 educational establishments and three hospitals, a variety of markets, entertainment centres, sports and leisure facilities.
Grand Wisata, East of Jakarta | The residential development of Grand Wisata boasts an area of more than 1,100 hectares of landscape planning by world class consultant EDAW from USA marketed as the perfect solution for those seeking solace from hectic city life.

Kota Wisata | An exclusive housing project across 480 hectares, in Cibubur east of Jakarta and includes a number of residential areas themed on famous overseas destinations.

Kota Deltamas | Located 37 kilometers outside Jakarta in the Cikarang central district of the city of Bekasi, population over 2.4 million, Kota Deltamas is a joint venture development between Sinar Mas Land and Sojitz of Japan covering an area of about 3,000 hectares comprising a mix of commercial, industrial and residential facilities.
An integral part of our sustainability strategy is the creation of centres of excellence in learning, from primary to tertiary, in healthcare, and in vocational education.

Across the fast moving economies of the Asia-Pacific region, new skills and leadership are in demand. Another 60 million skilled workers are needed by 2030 in Indonesia alone. New schools, universities, technical and vocational centres of learning will be required on an unprecedented scale and Sinar Mas Land is taking a leading role in well established academic institutions as well as healthcare, through the Eka Hospital. Sinar Mas group investments include almost 170 schools serving 21,000 students and the provision of 1,200 teachers.
Centres of Excellence

In close proximity to extensive residential areas within BSD City, we have established an integrated education centre, showcasing the Swiss German University and the Prasetiya Mulya Business School, each having their own grounds.

Other well known schools include the Jakarta Nanyang School, the Sinar Mas World Academy, Saint Ursula Catholic School, Al-Azhar Islamic School, the Deutsche International Schule and Ora et Labora.

The Institute of Technology and Science, Bandung (ITSB) is described as an eco-oriented University, located within Kota Deltamas. It is the first campus to obtain a Green Building certification from the Green Building Council of Indonesia.
RESIDENTIAL

Sinar Mas Land has built thousands of homes in some of Indonesia’s best known residential developments, as well as distinctive projects in China and South East Asia.

**China – Chengdu and Shenyang**  
Not pictured; we have a strong track record of completing and marketing major residential condominiums in these mainland cities. Li Shui Jin Du in the suburban commuter belt of Xindu, Chengdu is a nine block high-rise condominium project comprising 1,205 residential apartments sold within 21 months from initial launch. Li Shui Jin Yang condominium, west of Shenyang city consists of 23 blocks and 2,450 residential units over half of which were already sold through 2013.
Legenda Wisata | Located in Cibubur in about 180 hectares, Legenda Wisata is one of our finest residential projects in providing occupants with their own clubhouse at the hub of the community. Facilities include children’s playgrounds, parklands and a swimming pool.

Grand City – Balikpapan | This modern city over an area of 220 hectares offers residential and apartment accommodation, commercial, entertainment as well office property under a green building concept. The first stage of 40 hectares was launched in March 2014 with supporting facilities of a hospital, a hotel, a shopping mall and inter-city bus terminal. Sepinggan International Airport is accessible within 15 minutes of the city.

Wisata Bukit Mas – Surabaya | This development occupies 100 hectares west of the capital of East Java, providing luxury housing in a classic European style. The Clubhouse Colosseum sports centre provides a refreshing pool alongside several tennis and badminton courts as well as a gymnasium. There is a family amusement park with a variety of exciting attractions.
COMMERCIAL, RETAIL AND INDUSTRIAL

From our international trade centres to exciting new malls, Sinar Mas Land has set trends since the 1980s.

Creating a new consumer experience

South East Asia, home to 600 million has a fast-growing middle class, with increasing affluence and greater expectations on choice and value. Constraints on existing infrastructure and available space in established city centres require alternative strategies. Sinar Mas Land is developing exciting new concepts in entertainment, leisure and shopping - creating new focal points, as suburbs become new satellite towns and cities.

The Breeze | A delightful dining, shopping, leisure and lifestyle centre in the heart of the greenbelt with views across the Cisadane river, this unique outdoor mall includes a net leasable area of 29,000 square meters.

Aeon Mall | Opening in 2015 the mall will provide shoppers with up to 150,000 square meters of retail therapy with ample parking on a 10 hectare site.
ICE | Targetted for opening in 2015 and developed in partnership with the Kompas-Gramedia Group, Indonesia’s most famous media and publishing house specializing in information and education, Indonesia Convention Exhibition is the centrepiece of a 22 hectare site which will include up to 150,000 square meters of exhibition space plus hotels.

KIIC | A modern green industrial estate to the south of the capital, the Karawang International Industrial City covers an area of 1,200 hectares with global names as tenants including Toyota Motor Company and Philip Morris through ownership of HM Sampoerna. KIIC is a joint venture between Sinar Mas Land and Itochu Corporation of Japan.

Foresta Business Loft | This modern urban office accommodation is located in a green development area of the Central Business District in BSD City, adjacent to the education centres of Prasetiya Mulya and the Swiss German University as well as the premium residential areas of Foresta and De Park. The facade of the building is equipped with a grille to reduce the impact of daytime solar radiation.
HOTEL, RESORT AND LEISURE

Luxurious innovative resorts in idyllic, accessible locales.

Ocean Park | not pictured; a thematic water adventure park, one of the largest in the South East Asia region, located within BSD City.

Grand Hyatt Jakarta Hotel and Plaza Indonesia Shopping Centre | A 5-star hotel with 428 rooms and shopping complex. Located at Jl. M.H. Thamrin, Jakarta.
Palm Springs Resort, Batam | The Palm Springs Golf & Beach Resort encompasses 274 hectares of premium five star golf and leisure. It is 30 minutes by ferry from Singapore to Nongsapura Terminal and a complimentary bus service or 20 minutes from Hang Nadim Airport. Club facilities offer warm hospitality, first class service and breathtaking beach front views.

Le Grandeur Hotel | This is a sixteen storey, 4-star hotel offers 362 rooms in a good location in Jakarta – providing easy access to the central business district. A sister hotel of five stories and 191 rooms has become a landmark in Balikpapan, East Kalimantan. Le Grandeur Palm Resort in Senai Johor is a 330-room deluxe category hotel, offering no less than three 18-hole award-winning golf courses.
OFFICE
Strategic locations and award winning developments.

BSD Green Office Park
Widely recognized as Indonesia’s first green office park, this development extends across 25 hectares. Future plans feature 11 five-storey buildings including the completed signature Sinar Mas Land Headquarters building. It has been planned with conservation of energy, water and natural resources foremost; it maximises sunlight penetration while reducing solar heat and optimizing air circulation. The development has already gained recognition as a Gold Winner in the Sustainable Development Category of FIABCI Prix d’Excellence Awards. It also holds the Green Mark Gold Award from the Building and Construction Authority (BCA) Singapore and an Asia Pacific Property Award.
London Office Portfolio | As the fastest growing city in Europe, London’s success means unprecedented demand for space and the city is bursting with opportunities for investment. London boasts the highest presence of international retailers, an abundance of world-class new hotels, prime offices and commercial space. SML has a growing portfolio and significant value invested in a number of prime investment properties in Central London.

Sinar Mas Land Plaza Jakarta | This is a highly desirable city centre investment property complex. It offers prime access to Jakarta’s centres of Government, business, commerce and the entire ‘golden triangle’ of major roads in the heart of the capital. The office block comprises of 3 buildings totalling 87,600 square meters of premium office space.
SUSTAINABILITY

Tomorrow’s world
World population in 1960 was 3 billion. In 27 years it had swelled to 5 billion. Today, just 24 more years later the 7 billion mark has been reached and the reality of 9 billion is fast dawning. We believe this pace will translate into highly attractive opportunities to deliver innovative, creative, and sustainable property solutions. Making the most of our available resources without compromising our future.

connectivity
The daily commute into most Asian cities is becoming intolerable. With demand already beyond 40 million trips a day, Jakarta has just begun to start construction of a first mass transit system. Significant challenges remain, and our plans encompass future toll road investment, linkages with MRT and monorail developments and modern rail systems as Greater Jakarta’s infrastructure is expanded.
Thinking ahead
As urbanization gathers pace across Asia, Sinar Mas Land is firmly focused on strategies that mitigate the impact of property development on the natural environment and local communities. We seek new ways to conserve natural resources and create healthy living conditions for occupants, residents, visitors and all users alike.

Our extensive satellite city of BSD, outlying Jakarta, is a prime example, focusing on four key areas; climate (including pedestrian comfort), water, waste and energy management. We are preserving the natural beauty of the Cisadane river basin, ensuring BSD is a city of the future for the benefit of all, embracing the needs of adjacent traditional village communities and new residents, seeking an alternative to city congestion and pollution.

Sustainable master planning
In the cities of the future we seek to reduce the dominance of multi-lane streets, private cars and motorcycles; to avoid monolithic land use and suburban sprawl. Our comprehensive master plans incorporate place-making studies, building orientation to reduce solar impact, detailed transportation and circulation analysis incorporating the use of local hubs. We create a high ratio of public spaces with extensive tree and plant cover, including ample room for recreation.

Work, live and play – in comfort
Central to developing each phase of BSD City is the development of unique places to visit, with discrete functions such as University campuses, hospital districts, enterprise zones, residential villages, retail and entertainment parks and recreational areas – destinations in themselves and the antithesis of the repetitive single use land developments of the past.

Our planning studies include concepts such as walkability – creating easy access on foot or bicycle for 5 and 10 minute journeys, to local nodes comprising schools, local retail and services, themselves connected to other hubs via public transport.
resource management

Topics of energy, water, food security and climate change are increasingly important. Some estimates suggest Indonesia could cut as much as 15% from energy demand by 2030 through energy efficient buildings. Our commitment to low impact, low energy strategies is demonstrated in our headquarters, Sinar Mas Land Plaza in BSD Green Office Park. BSD City has over 400 hectares of green space and parks, contributing to effective water retention and air quality.

Water independence and waste management

The provision of adequate water is cited as the next global challenge. While Jakarta relies primarily on the use of wells, BSD City has the potential to attain almost complete water independence and net zero potable water waste via the use of water management systems and extensive greening. Filtering and treating blackwater for reuse in sanitation, road cleaning and irrigation has been highly effective.

Energy management

The built environment is a massive consumer of energy. Among other countries in Asia, Indonesia’s reliance on energy from low cost coal contributes significantly to greenhouse gas emissions and global warming. Over the life of a building, considerable energy can be wasted through inefficient design. And to this can be added the cost of fuel for rapidly rising numbers of private vehicles on traffic-congested roads.
At Sinar Mas Land we are addressing these challenges. The provision of reliable public transport, pedestrian sidewalks and bicycle lanes offer cost-effective alternatives to the private vehicle. Energy efficient buildings, oriented to avoid East and West elevations with reflective roof surfaces help minimize solar impact, thereby reducing the urban heat island effect. Such measures also channel local wind effectively for pedestrian comfort during the day, along with shade from tree-lined streets. Creativity in design can generate natural ventilation in multistorey buildings while renewables, particularly solar energy and the use of energy efficient building materials represent further savings.
BUILDING A BETTER FUTURE

As an organisation we employ over 4,000 permanent staff and Sinar Mas Land developments in themselves lead to significant job opportunities and commercial enterprise in local environs. We remain committed to fair labour practices and we are an equal opportunity employer.

Our social and environmental responsibility programmes are an integral part of our strategy, including community facilities for education, healthcare and recreation.

Our overriding principle at Sinar Mas Land has been to seek continuous improvement, to create living and working places where families and businesses can grow and prosper. To create affordable, but highly sought after developments featuring quality, choice and healthy living conditions, backed by strong infrastructure and a sustainable approach to the environment.