

An aerial, isometric-style illustration of a city skyline, rendered in a monochromatic blue color. The image shows a dense cluster of skyscrapers and buildings on the left, transitioning into a waterfront area with a large body of water on the right. A complex network of roads and highways weaves through the city. In the foreground, a large, modern building with a curved roof is visible. The overall scene conveys a sense of urban development and infrastructure.

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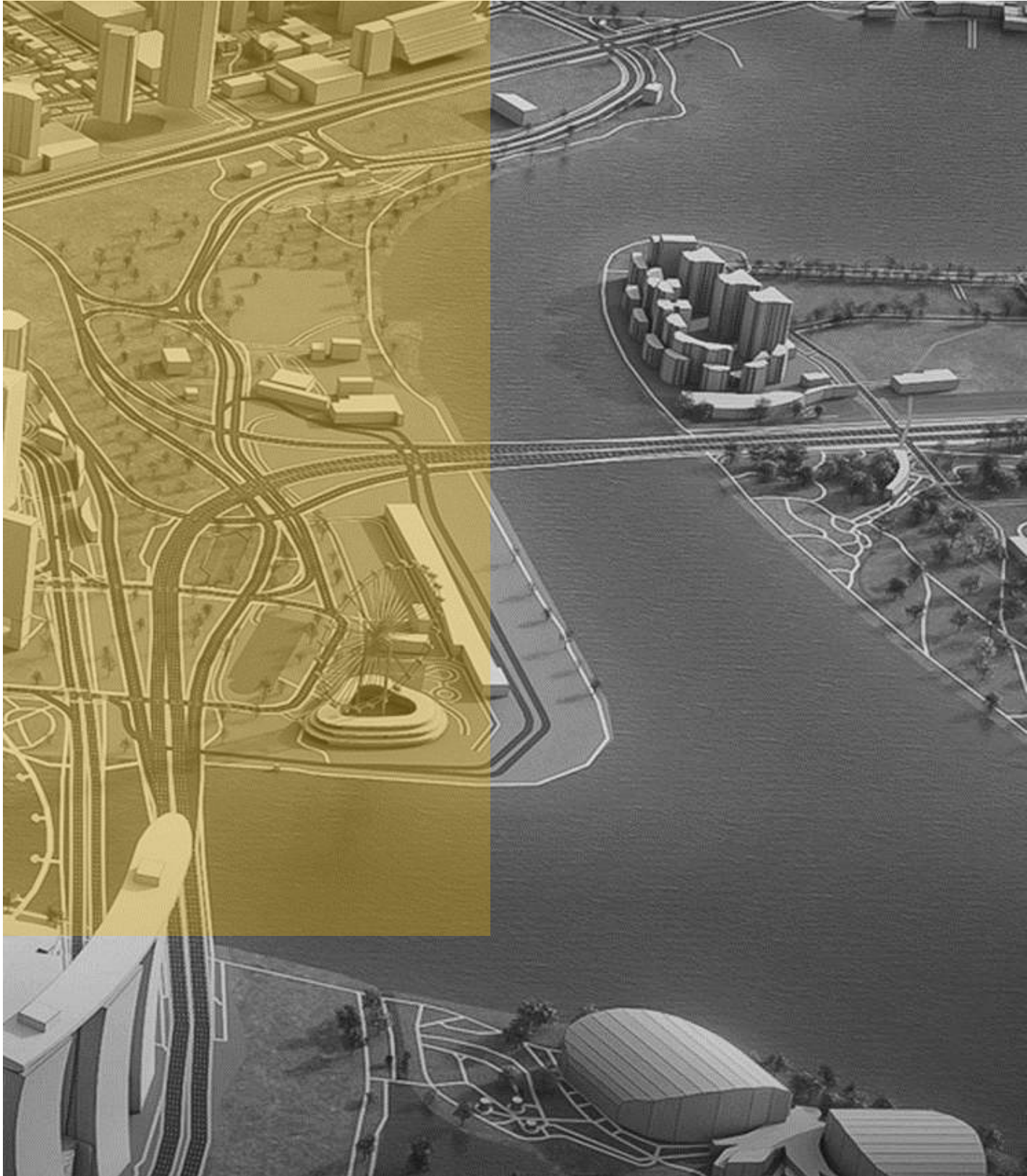
We specialize in scenario building, economic planning, development strategy, urban planning, transportation, and infrastructure. With a track record of successful projects, we deliver customized solutions for businesses and governments—shaping today to build the future they envision.



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RAPHAEL CHUA DEVELOPMENT STRATEGIST (35 years of experience)

- Urban/Regional Planning & Economics, MSc Real Estate, MSc Public Policy, MBA
- Brazil, Mexico, Russia, China, India, Qatar, Malaysia, Indonesia, Philippines, Singapore, Laos



MARK CHONG TRANSPORTATION / INFRASTRUCTURE SPECIALIST (36 years of experience)

- PhD (Leeds Civil Engineering), BSc (First Class Honours) Leeds University Civil Engineering, MBA (NTU)
- Indonesia, Mexico, Brazil, Brunei, Singapore, China, Rwanda, Congo Brazzaville, Malaysia, Saudi Arabia, India, Vietnam, Kazakhstan and Russia



FAUSTO VALLE (ECUADOR ASSOCIATE)

ECONOMIST (20 years of experience in Ecuador's public and private sectors)

- Postgraduate studies in Public Policy
- Expertise spans energy projects, economics, planning, public administration, and diplomacy



LUIS ANTONIO ATHYDE VASCONCELOS (BRAZIL ASSOCIATE)

ECONOMICS STRATEGIST (Over 35 years of experience, both in the private and public sectors in Brazil)

- Bachelor's Degree in Economic Science, Business Management & Accounting - PUC Minas 1978
- Specialization Program, Programme in Finance - Fundacao Joao Pinheiro, 1980
- Improvement in Project Analysis, Federal Business Development Bank-FBDB, Toronto/Canada, 1989



Our Team :

DIVERSE, EXPERIENCED AND COMMITTED



RAFAEL MALABANAN ARCHITECT & URBAN DESIGNER (33 years of experience)

- Bachelor of Science in Architecture
- Singapore, Hong Kong, China, Malaysia, Indonesia, Vietnam, Pakistan, Saudi Arabia & UAE



SHU CHARNG YEN URBAN / REGIONAL & INDUSTRIAL PLANNER (20 years of experience)

- Bachelor of Science in Architecture, University of Maryland, USA; Master of City and Regional Planning, Rutgers University, USA
- Diverse geographies and project scales



SURESH KRISHNASAMY URBAN / REGIONAL & INDUSTRIAL PLANNER (23 years of experience)

- Master in Urban Design and in Urban/Regional Planning
- Singapore, Russia, Middle East, China, Africa, Australia & India



ANNIE WOO ECONOMIST (26 years of experience)

- PhD in Economics, M. Phil. MCom, BA.
- South East Asian and North American markets



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Mr. Raphael Chua holds multiple degrees, including a Bachelor of Environmental Studies (Hons) in Urban/Regional Planning & Economics from the University of Waterloo, a Masters in Real Estate from the National University of Singapore, an MBA from the Technological University of Sydney, and a Masters in Public Administration from the Lee Kuan Yew School of Public Policy. With 35 years of experience, he specializes in development strategy and integrated land-use planning, and is a registered professional Planner with the Singapore Institute of Planners.

His notable work includes advising the Federal and State Governments of Mexico on the Strategic Economic Corridor of Tehuantepec, the Brazilian Federal Government on the development positioning of Brasília, and the State of Minas Gerais on its regional strategy and airport city. He also consulted on the strategic development of the area surrounding Chandigarh, India. Raphael has advised both private and public sectors across Southeast Asia, Latin America, China, India, and Russia.

Dr. Mark Chong holds a PhD in Civil Engineering from Leeds University, a BSc with First Class Honours from the same institution, and an MBA from NTU Singapore. With 36 years of experience in integrated land-use, transportation, and utilities infrastructure planning, he is a registered professional Engineer in Singapore. Dr. Chong has served as a Senior Consultant for projects including the World Bank's National Urban Development Project in Indonesia, the Interoceanic Corridor of Tehuantepec in Mexico, Brasília, Santa Catarina in Brasil and the Chongqing Connectivity Project in Singapore. His expertise extends to major urban projects in the Mumbai Metropolitan Region, Kigali, Amaravati, Da Nang, Quang Tri Vietnam as well as various initiatives across Africa, China, India, Azerbaijan, Malaysia, Kazakhstan, Russia, and Thailand.

Mr. Luiz Antonio Athyde Vasconcelos, (Brazil Associate) with his Bachelor's Degree in Economic Science, Business Management & Accounting, specialization in Program, Programme in Finance & Project Analysis improvement is an Economic Strategist with over 35 years of experience in financial and infrastructure projects, spanning public banks, large corporations, the privatization of public commercial banks, mergers and acquisitions (M&A), business development, and public-private partnerships (PPP). He is the Founder and CEO of Hestia Consultants.

Mr. Fausto Valle, (Ecuador Associate) Economist with postgraduate studies in Public Policy. More than 20 years of experience in the public and private sector of Ecuador in energy projects, economics, planning, public administration, industrial, urban planning and international affairs. In Public Sectors, he had served as Ambassador of Ecuador to Singapore, Advisor to Various Ministries like Ministry of Economy and Finance, Ministry of Energy and Mining; Ministry of Industry Productivity, Consultant for the Planning Department of the Municipality of Quito and Undersecretary of the Secretariat for Early Childhood Development.

Mr. Othón Hernández Llera (Associate in Mexico) Chemical Engineer specialized in Business Development and Management. Over 50 years of experience in both the public and private sectors in Mexico, the United States, France, Shanghai, and Latin America (LATAM). He has participated in projects and management of companies in key economic sectors, including health, construction and cement, industrial (fibers and chemical products), automotive and electrification, logistics and land and maritime transportation, education, security and administration of justice, intelligence and counterintelligence, process automation, alternative energy, circular economy (water reuse, plastic reuse, waste reuse), infrastructure (industrial parks, residential developments, ecosystems, smart cities, maritime terminals), and agriculture (optimization of crops and aquaculture using mineral fertilizers and compost). He is a Founding Partner of Grupo Integral Solutions, a networking company that includes 36 specialized firms across various sectors of the economy.



Ms. Shu Charnng Yen, Bachelor of Science in Architecture, University of Maryland, USA; Master of City and Regional Planning, Rutgers University, USA. Shu Chang Yen has over 20 years of experience in land planning, spanning diverse geographies and project scales. Her expertise encompasses heritage conservation, development visioning, economic strategy and positioning, master planning, and subdivision layouts. She is adept at guiding projects from regional visioning to detailed layout planning. Her core skill set includes a comprehensive approach to development planning, quantitative analysis of industrial sectors, and the strategic development of food processing hubs.

Mr. Rafael Malabanan, BSc (Architecture) with 33 years of experience in Architecture and Urban Design. He has been involved in competing and securing Architectural Design and Planning projects of various scales in Singapore, Hong Kong, China, Malaysia, India, Indonesia, Vietnam, Pakistan, Saudi Arabia & UAE. Aside from realized projects he has been involved in feasibility & strategic studies for special projects and innovative land use in Singapore. Notable is the detailed feasibility study for the future *Next Generation Megaport* of the Singapore Maritime & Port Authority (MPA). The study explores an alternative non-conventional landbank for Singapore as part of the government's various land-use intensification studies.

Mr Suresh Krishnasamy, Master in Urban Design and Master in Urban/Regional Planning, has 25 years of working experience in urban/regional as well as industrial planning in numerous countries like Singapore, Russia, Middle East, China, Africa, Australia and India.

Mr. Edwin Magistrado Abalahin, BSc (Architecture) Urban Designer/Planner in Singapore and regis- tered as an Affiliate Member of Singapore Institute of Planners. Experience for over 28 years in Urban Design Projects across asian region, in particularly Singapore, Philippines, China, India, Sri Lanka, Paki- stan, Bangladesh, Malaysia, Indonesia, Vietnam, Myanmar, Laos, Middle East (UAE, Saudi Arabia, Qatar) as well as in some African Country (South Africa, Nigeria, Angola), Monternegro, Algeria, Morocco, etc. for Residential Township, Commercial and Mixed-use Development, TOD Development and Industrial Townships.

Mr. Andrew Shen, Bachelor Degree in Planning, has over 10 years of work experience in urban planning, specializing in regional development strategies, structure plan, master plan of townships and industrial parks. Registered as a full member of the Singapore Institute of Planners, he has an increasing portfolio of more than 20 projects, each averaging more than SGD1 million in project fees. These project spans across various regions including Brazil, Mexico, Kazakhstan, Africa, Saudi Arabia, Indonesia, China, India, Pakistan, Philippines and Singapore, from large scale regional and capital city planning right down to modestly sized developments.

Dr. Annie Woo, PhD in Economics, M.Phil. MCom, BA. An executive member of United Nation initiated CoP Urban Innovations. Annie has over 26 years of extensive global real estate experience with an em- phasis on Southeast Asian and North American markets.

Mr. Lung Chien Ping, BSc (Engineering) has over 35 years of experience in the telecommunication industry. After he retired from Singapore Telecom, he worked on a number of overseas project town planning projects with the Jurong International Town Planning Team.

OUR BELIEFS/VALUES

The key members of our group, with over 25 years of development experience, participated in the story of Singapore's transformation. We witnessed its journey from a colonial trading post to a first-world nation in just over half a century. During the post-independence years, Singapore faced high unemployment, limited resources, and a small land area. These challenges shaped our approach to development, fostering creativity, resilience, and an unwavering commitment to progress.

As a small nation with no natural resources, Singapore relied on its people as its primary asset. Our development strategy was outward-looking, driven by visionary founding leaders, winning support of a disciplined and hardworking migrant population and forging a harmonious society out of its multi-ethnic communities. The imperative to survive pushed us to optimize every inch of our limited land, embrace new technologies, and positioned Singapore as a global hub. This mindset of constant innovation and adaptability has remained central to our development philosophy.

From humble beginnings in the 1960s, Singapore has evolved into a thriving metropolis, with GDP growth from \$1B to over \$673B today. As planners who were instrumental in this transformation, we faced many trials, but those challenges shaped the values that guide us now. Our expertise in overcoming complex development issues now positions us well to help our clients navigate and expedite each of their own growth paths, drawing on the lessons that we had learned through Singapore's unique development journey.

OUR CORE VALUES

THE GROUP is committed to three core values that shape our projects in Singapore and abroad:

Job Creation: We focus on more than just creating jobs; we aim to empower communities by preserving their dignity and independence.

Investment Attraction: Our goal is to build a robust, diverse, and competitive industrial ecosystem that sustains socio-economic dynamism, beyond simply attracting investment.

Quality of Life and Environment: We strive for a people centred development with a sense of belonging and ownership within the community and at the same time also harmonises human development as part of nature, as we mitigates and adapts to a new evolving climate yet also preserves or enhance the critical ecosystem functioning of the natural environment. This balanced connection cultivates care and concern for the entire community within the earth's biosphere achieving all metrics of sustainable development goals.

These principles are ingrained in **THE GROUP's** DNA, guiding our actions and decision-making. We believe in creating inclusive lifestyles that benefit the maximum number of people. To uphold these values, we take deliberate actions and allocate resources strategically and timely. Our development process is carefully orchestrated yet flexible enough to adapt to the dynamic global environment.



ACHIEVEMENTS INVOLVING PARTICIPATION OF KEY MEMBERS OF THE TEAM

Project:

Master Plan for Moglino Special Economic Zone (215ha) PSKOV Region, Russia

Members Involved/Position of Responsibility:

Raphael CHUA, Project Director (Leading the Jurong Consultants Team, Singapore)



Courtesy of SJ Consultants

Brief Description

These are two Special Economic Zone (SEZ) proposals. They are located at the very western end of the boundary bordering Estonia and Latvia. The study comprised economic positioning and the concept master plan for the two areas. The challenge was to explore the sort of activities a border town (between the borders of Latvia/ Estonia and Russia) could capitalize on. The other challenge was to ensure that these two parts which are close to one another do not compete each other. Instead, they should be able to provide options for investors. The scope here include: development positioning, and concept master plan (detailing of land-use, infrastructure & transportation).

Project:

Brasilia Strategic & Structural Plan and four Conceptual Master Plans – Financial District, JK Industrial Park, Brasilia Airport City and Logistics Park,

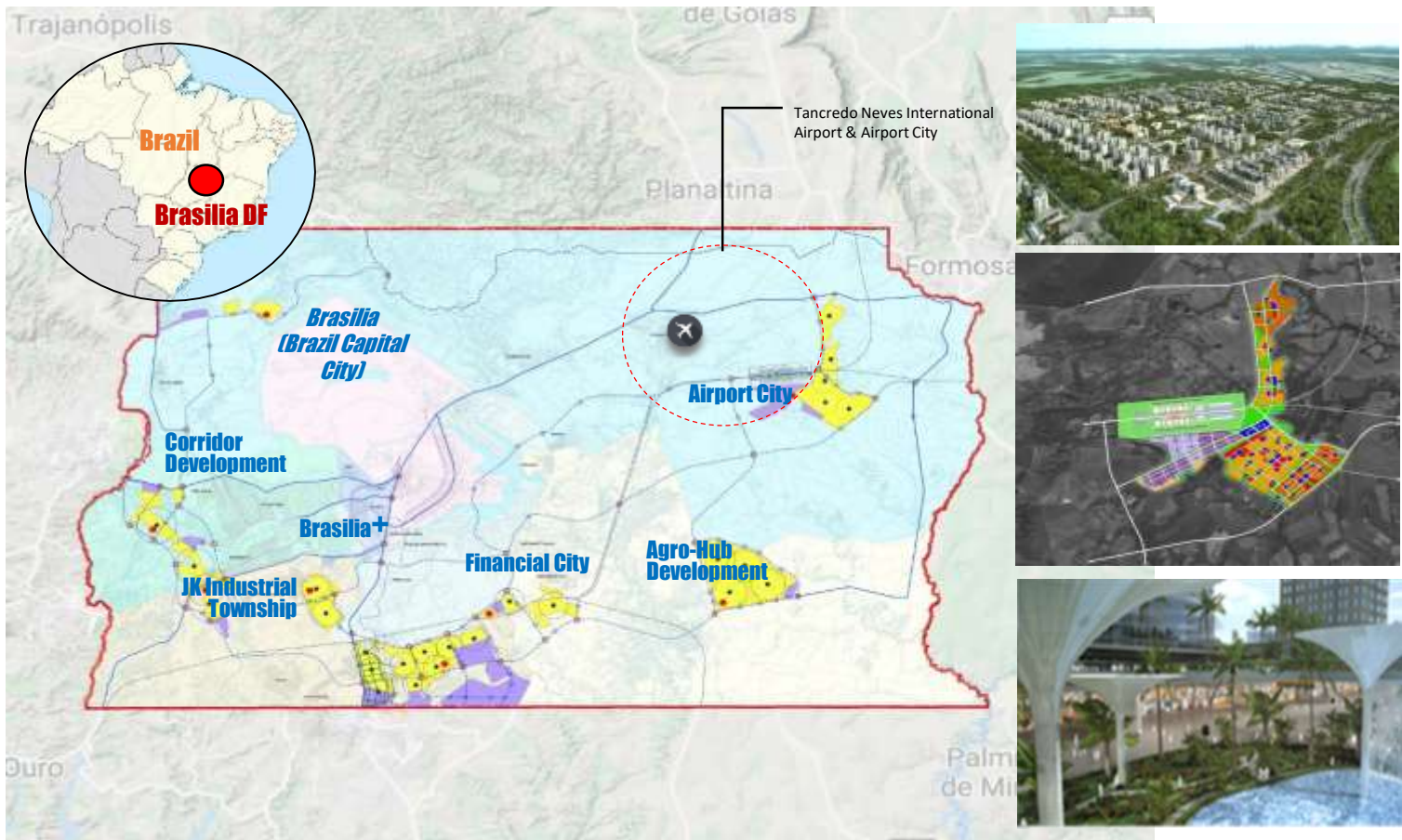
Members Involved/Position of Responsibility:

Raphael CHUA, Project Director (Working for Jurong Consultants at that time)

Dr M.K. Chong, Transport & Infra-Structure Consultant (Independent Consultant)

Lung Chien Ping, Telecommunication Consultant (Independent Consultant)

Andrew Shen, Urban Planner (Working for Jurong Consultants at that time)



Courtesy of SJ Consultants

Brief Description

The Structure Plan and Concept Master Plans created 790,000 jobs and Value addition of about R\$181 billion in 2060 with cumulative Investment of about R\$235 billion in 2060 and Additional 45% boost to the economy by 2060. The plans were formulated from market positioning study, strategies for economic growth and investment, with focus industries to be introduced in the short, medium and long term, respecting the core ecological and environmental features of Brasilia, ensuring conservation and preservation of both natural and man-made environments. Compact planning at the various growth nodes identified these nodes which were to be connected through the appropriate mode of transport and resulted in costs savings on infrastructure.

Project:

Strategic Master Plan for CIIT Interoceanic Corridor of Tehuantepec, Mexico

Members Involved/Position of Responsibility:

Raphael CHUA, Project Director (Working for Jurong Consultants at that time)

Dr M.K. CHONG, Transport & Infra-Structure Consultant (Independent Consultant)

Andrew SHEN, Urban Planner (Working for Jurong Consultants at that time)



Courtesy of SJ Consultants

Brief Description

Oaxaca, under the Federal Government's CIIT (Corredor Interoceánico del Istmo de Tehuantepec), focuses on a 20-km-wide, 300-km-long corridor along the existing railway and Highway 185. This corridor connects the port city of Coatzacoalcos in Veracruz to the port city of Salina Cruz in Oaxaca, across the Isthmus of Tehuantepec. The plan includes logistics and transportation improvements to increase the capacity of seaports, highways, and railways to handle the forecasted volume of goods passing through this vital corridor, which links both oceans.

The project also includes the development of ten industrial special economic zones aimed at attracting investments to the corridor and promoting urban development, with the creation of employment hubs and adjacent residential townships that offer a live-work-play environment to improve living standards and the quality of life for local communities. Infrastructure developments will capitalize on Oaxaca's abundant renewable energy resources, such as wind and solar, to drive sustainable growth.

Project:

Strategic & Broad Structure Plan for the Belo Horizonte Metropolitan Region (BHMR)
Multimodal Corridor Hub, Belo Horizonte (2,100 km²), Minas Gerais, Brazil

Members Involved/Position of Responsibility:

Raphael CHUA, Deputy Director (Leading the Jurong Consultants Team, Singapore)



Courtesy of SJ Consultants

Brief Description

The project scope involved providing assessment of current and future regional transportation circulation, proposed land uses, roadways and major intersections based on the future demand for and provision of all transport modes (road, mass transit, rail, seaport and airport), existing information and/ or data available from completed studies/ reports/ regulatory standards. Apart from influencing strategic directions on the master plan, the traffic assessment helped in developing an implementation strategy for a multi-modal transportation system that was integral with the development direction, existing situation and future requirements for the regional transportation network. The overall transportation concept provided sizing of the projects, its land safeguards, location of key multi-modal transportation corridors as well as multimodal transit and transportation hubs.

Project:

Santa Caterina: The Use of a Technological Park as a Growth Catalyst

Members Involved/Position of Responsibility:

Raphael CHUA, Deputy Director (Leading the Jurong Consultants Team, Singapore)



Courtesy of SJ Consultants

Brief Description

Santa Caterina used the technological park to serve as a strategic catalyst for economic and spatial development by attracting high-value industries, fostering innovation, and generating employment. By concentrating research institutions, start-ups, tech companies, and supporting services within a purpose-built environment, it promotes knowledge exchange, commercialization of research, and industry-academia collaboration. The presence of a tech park can significantly spur growth in the surrounding areas through:

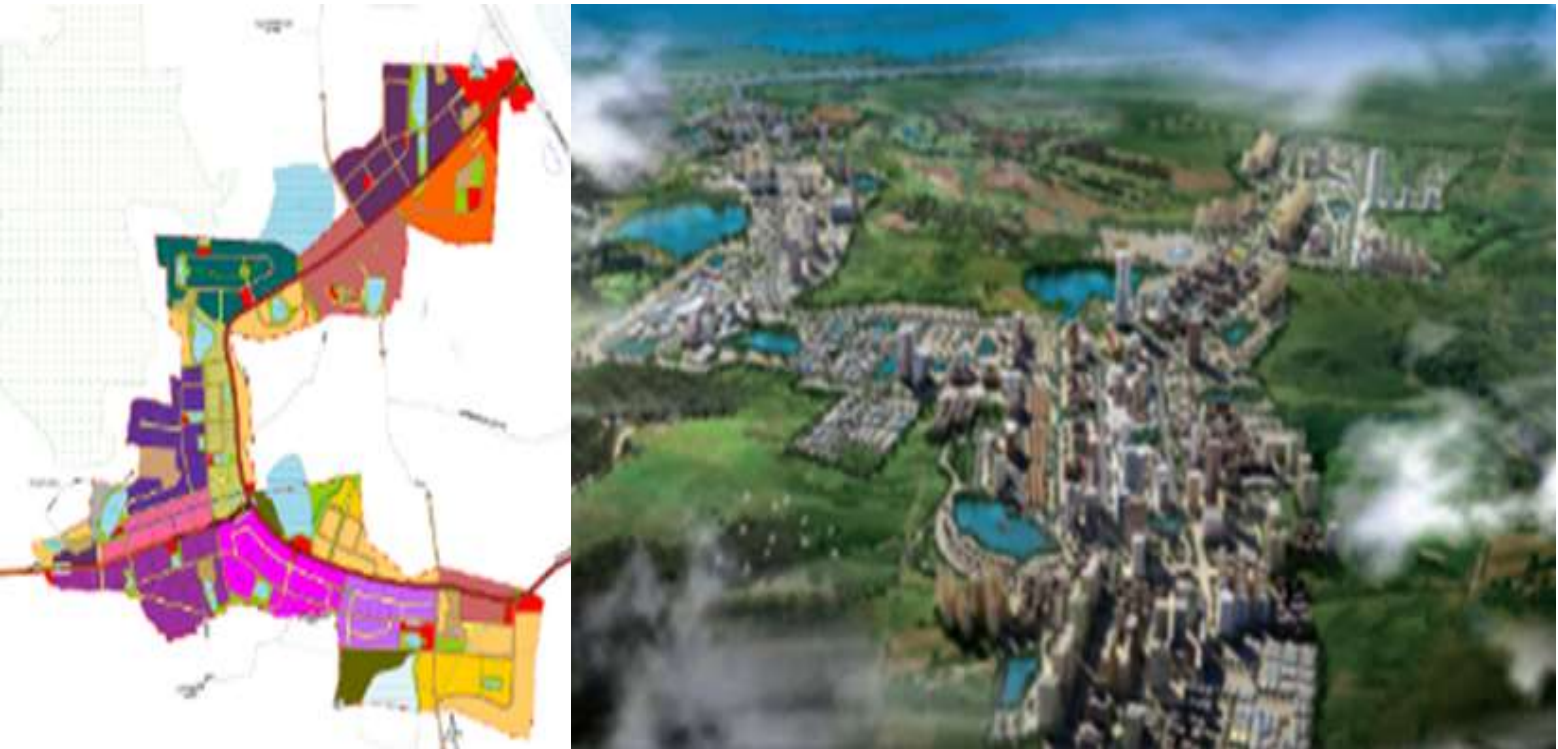
- Demand for Residential and Commercial Development: As talent and companies relocate to be near innovation hubs, this fuels housing, retail, and service sector growth.
- Infrastructure Upgrades: Improved transport, utilities, and digital infrastructure to support the tech park often benefit the wider area.
- Business Spillovers: Supply chain linkages and service providers cluster nearby, creating a thriving ecosystem.
- Human Capital Development: Universities and training centers align programs to meet industry needs, increasing local employability and raising income levels. In sum, a well-planned planned Santa Caterina Technological Park not only boosts high-tech economic activity but also transforms the surrounding region into a dynamic, innovation-driven growth node.

Project:

Sri City Special Economic Zone, India

Members Involved/Position of Responsibility:

Raphael CHUA, Deputy Director (Leading the Jurong Consultants Team, Singapore)



Courtesy of SJ Consultants

Brief Description

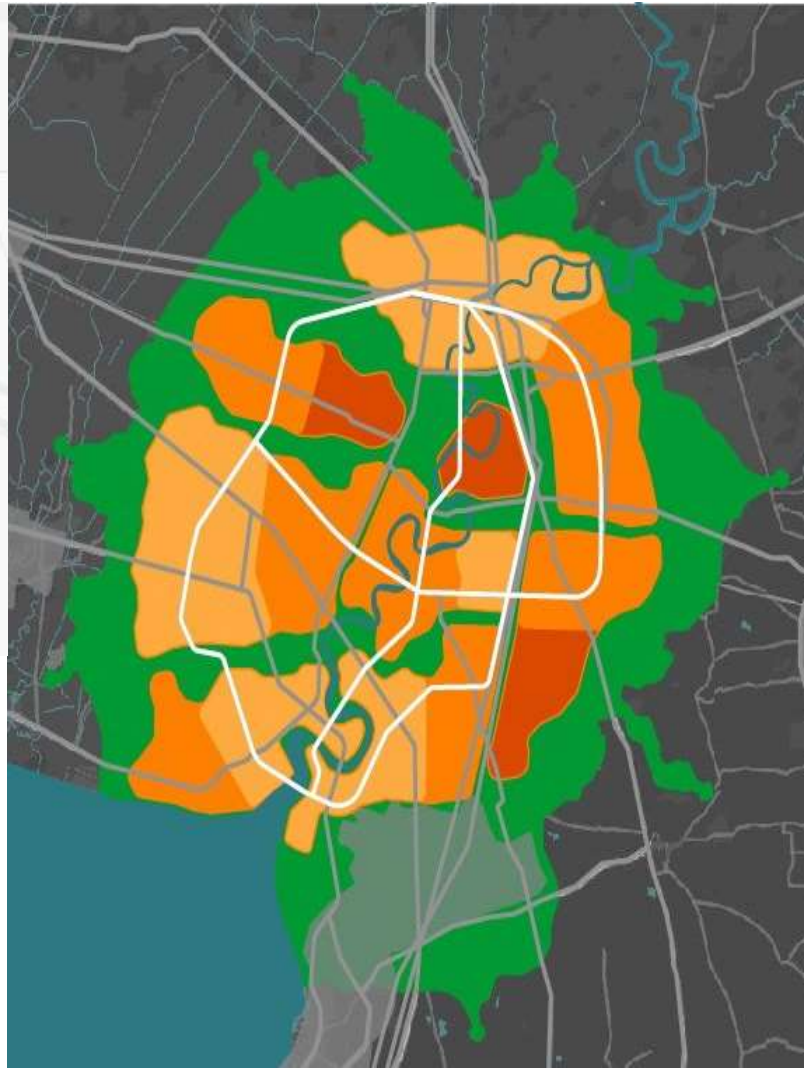
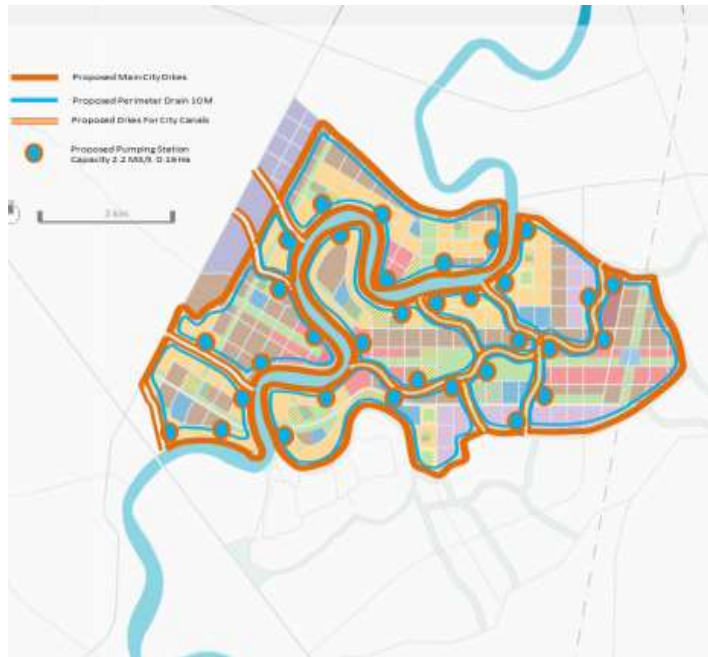
Involved with the master planning of multi product SEZ across an area of 2186.8ha with a target population of 450,000 in Satyavedu, Andhra Pradesh, India. The aim of Sri City SEZ Pvt. Ltd is to create a modern SEZ with industrial production and urban residential lifestyle existing side by side in harmony. City SEZ provides an environment which is excellent for working and investment, as well as a pleasant place to live in and recreate. These elements are enhanced by vibrant commercial hubs and training centers. The SEZ was developed into a modern and planned industrial township catering to a mix of industrial types specializing not only in labor intensive industries but also high technology and energy-based industries.

Project:

Strategic Plan for the Thailand EEC City

Members Involved/Position of Responsibility:

Dr M.K. CHONG, Senior Consultant (Transportation & Infrastructure) advising Surbana Jurong Consultants Planners



Courtesy of SJ Consultants

Brief Description

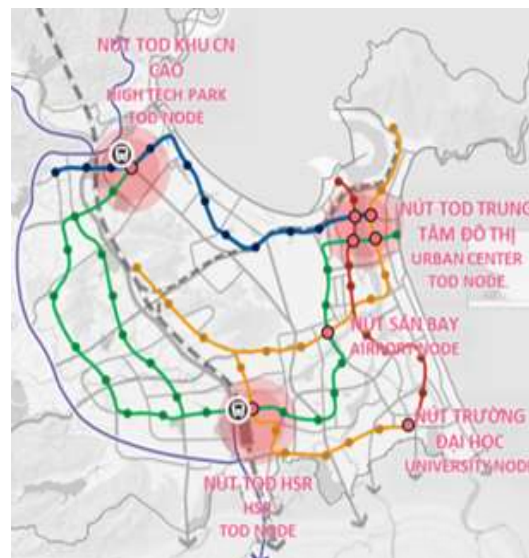
The new EEC city is sited on the southeast of Bangkok and slated to be part of the Eastern Economic Corridor and will house a population of 5 million. It is located on the banks of the Bang Pakong River near to Cha Cheongsao. The new city is a flood prone area of the river delta of the Bang Pakong and is criss crossed by numerous tributaries of the river. One of the key challenges of the urban planning of this new city is to plan for the resilience of the city in the face of land subsidence, flood risks and climate change. The system of dikes had been proposed to protect the assets in the new city given that the economic risks of the exposure to floods and impact of sea level rise.

Project:

Danang City Concept Masterplan

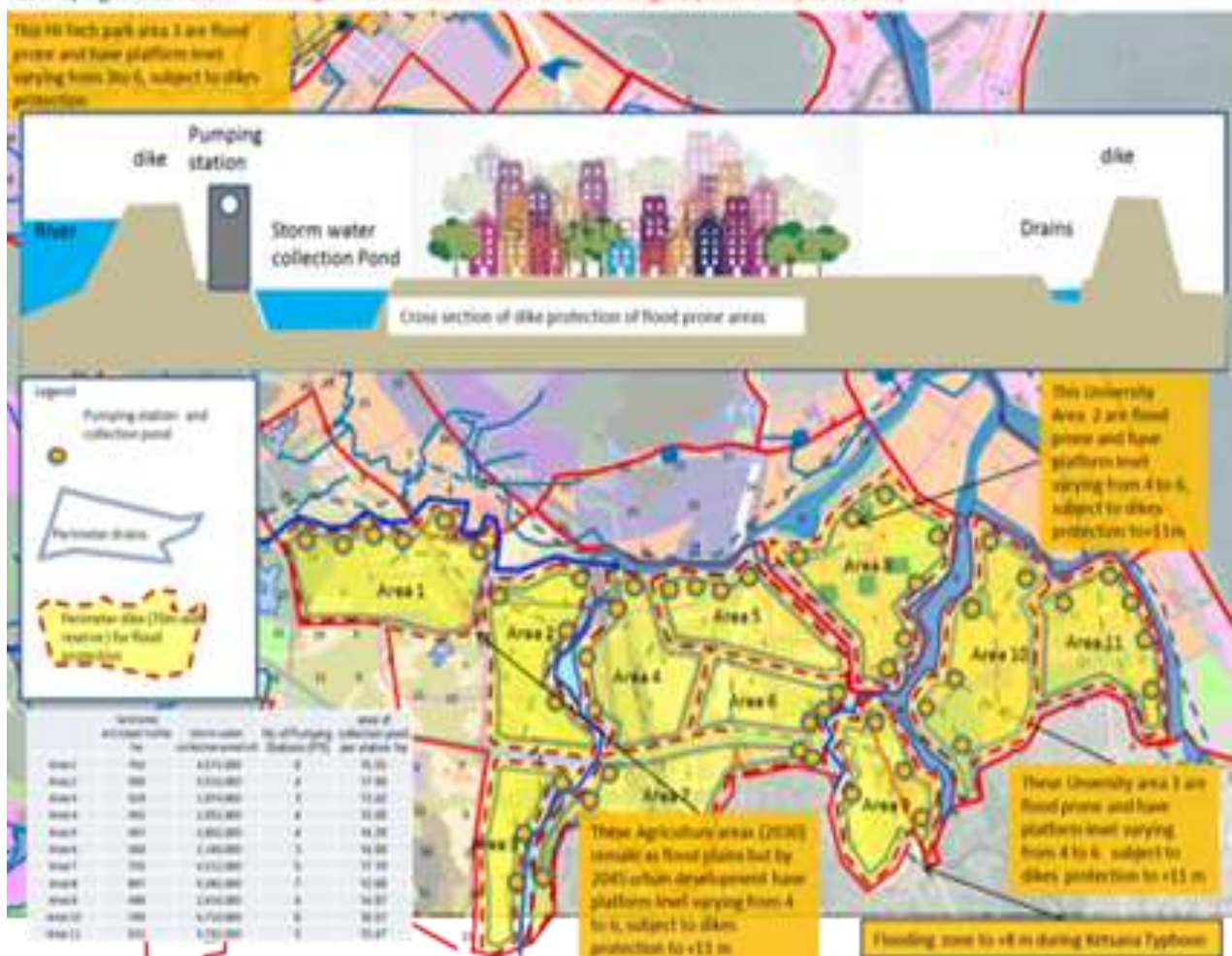
Members Involved/Position of Responsibility:

Dr M.K. CHONG, Senior Consultant (Transportation & Infrastructure) advising SurbanaJurong Consultants Planners



Danang Storm water Drainage 2030 vision to 2045

Low Lying Areas : Storm drainage and General Platform levels ranges, (with dike protection)



Courtesy of SJ Consultants

Brief Description

Danang is projected to be a city of 2 million in an area 1278 sq. km and will be the gateway to the Central Vietnam region and through the East West Economic Corridor connecting Vietnam through Laos to Thailand. Danang is planned to have a transportation system with excellent regional connectivity and provide convenient mobility and access for a modern livable city, with coastal national highway, railway and a high-speed rail. New urban towns are planned to be connected by a system of expressways, bus and LRT system, waterways. A key challenge in planning is the low-lying areas which is prone to floods and also sea level rise. A system of dikes is planned to protect the new urban developments.

Project:

Concept Master Plan & urban design for customs bonded warehouses area (cbw)
Abu Dhabi, UAE - 206 ha

Members Involved/Position of Responsibility:

Suresh KRISHNASAMY (Team Leader, The Jurong Consultant Team, Singapore) – Involved in preparing master plan, presentations to client and co-ordination - (Assisted the Project Leader & Lead a team of architects, planners, economists, sociologists and engineers)



Courtesy of SJ Consultants

Brief Description

The Abu Dhabi Customs Administration has approved the establishment of Customs Bonded Warehouses (CBW) and allocated land for this purpose. This initiative aims to boost the local economy, facilitate trade, and strengthen Abu Dhabi's position as a prime destination for local and international investment. As the first CBW master planning project of this scale, it will enable importers to defer customs duties, VAT (if applicable), and excise taxes on goods such as alcohol and tobacco until they are declared for local consumption or re-exported. Goods can exit the warehouses upon duty payment or be transferred to other licensed zones, ports, or re-exported.

Project:

Parc Dounya Master Plan (Algeria) – 665 ha

Members Involved/Position of Responsibility:

Edwin Magistrado ABALAHIN, Lead Urban Designer (Surbana Urban Planning Group) -
Involved in preparing master plan concept ideas to presentation



Courtesy of SJ Consultants

Brief Description

Inspired by the vision to create a stylish yet eco lifestyle that uniquely re-defines the joys of living close to nature, Parc Dounya is to be developed into a modern mixed-use community seamlessly integrated into its lush ecology. Located 20 km South-West from the city of Algiers, Parc Dounya will develop over an area of 665 ha. The vision for Parc Dounya is to 'invent a lifestyle that translates dreams and aspirations into reality'.

The site is expected to grow in size over time to more than 6 km², promising to be a stunningly integrated development. Parc Dounya offers great potential for investment opportunities and a chance to re-invent a stylish modern lifestyle.

Project:

Bukit Tiara Development (Tangerang - Indonesia) – 287 ha

Members Involved/Position of Responsibility:

Edwin Magistrado ABALAHIN, Lead Urban Designer (Surbana Urban Planning Group) -
Involved in preparing master plan concept ideas to presentation



Brief Description

The proposed developmental components is designed to have a clear linear zoning for Live, Work and Play; which will make the whole development complete.

Business Park as part of the “Work” zone is being designed at the northern part of the Site to act as buffer from existing surrounding developments. Residential components as part of the “Live” zone will be designed along the main road that integrates with the green network. This green network will be connected to parks and open spaces which will create a harmonious living environment. Commercial and Mixed-Use Development as part of the “Play” zone components of the whole development will comprise of shopping area, food and beverages, entertainment such as arcade and cinemas. This will create a place to have a good time to enjoy with their family and friends.

Project:

Sino-Singapore Tianjin Eco-City Start-up Business Park and Landmark Building

Members Involved/Position of Responsibility:

Rafael MALABANAN, Project Team Lead (Jurong Consultants)

Other team members – Multidisciplinary Team from Jurong Consultants

Brief Description

The Sino-Singapore Tianjin Eco-city is the result of a collaborative agreement between the Governments of Singapore and the People's Republic of China (PRC). It is the biggest bilateral venture between Singapore and China since the Suzhou Industrial Park in the early 1990s and is a landmark project with private-sector investment and development.

The 26.6-hectare Eco Business Park (EBP) is the start-up development and will be the R&D hub for green business clusters. It will be a centre of excellence for research-oriented eco-activities and support businesses such as management, technical and specialized skills training. The eco-activities will involve companies that provide services in green financing, energy efficiency consultancy and eco-solutions. The estimated total projected workforce within EBP is about 12,484 workers inclusive of both the predominant research workforce and the support services group.



Courtesy of SJ Consultants

There are 3 development clusters in EBP – the Central Cluster (multi-tenanted R&D office buildings), Northern Cluster (ready-built-factories), & Southern Cluster (built-to-suit developments). The organizing element of the EBP Master Plan is the Central Green, a public realm connecting all developments. Public interaction is beneficial for R&D for several reasons. Public areas enable researchers from diverse disciplines to intersect, fostering collaborations and knowledge sharing. These common spaces provide a platform for researchers to connect with peers, industry experts, and potential partners. By leveraging public areas, researchers can accelerate innovation, foster collaborations, and drive the development of impactful solutions. In view of this EBP is the first R&D business park within the Tianjin Eco-City to set the benchmark in terms of greenery standard with about 4.6ha (17.5%) of land for greenery and open space. In addition 6.10ha of private green that is part of the individual plots and it will contribute to the overall greenery ratio of more than 40%.

Project:

Riyadh Digital City (formerly HiTECH Park Riyadh)

Members Involved/Position of Responsibility:

Rafael MALABANAN, Project Team Lead (Jurong Consultants)

Other team members – Multidisciplinary Team from Jurong & International Consultants

Brief Description

Riyadh Digital City is a 50ha site located at the western edge of the city of Riyadh. The development has 2 primary objectives. First, to propel the development of Information Technology in the Middle East at large and meet the specific needs of the Kingdom of Saudi Arabia. Second, to take opportunities from Saudi Arabia's inclusion in the WTO by bringing in High end Technology to the Kingdom to meet local needs and provide new economic and job opportunities.

The site has close proximity to excellent educational institutes, prominently the King Saud University, and generates an environment of learning, research and development. Adjacent institutional and residential communities can be tapped for economic and support facilities. This can further evolve into a larger "Knowledge Corridor" as it may encourage similar developments in the district.



Courtesy of SJ Consultants

A central core, The Innovation Epicentre, is a mixed use of Commercial, R&D, IT, and support services such as housing, recreation, and culture. This is the first phase of the development to generate the hype and identity of the HiTech Park. The catalytic core of business and recreation in an urban landscape setting will generate the necessary buzz and serve as the springboard for the ensuing IT developments in the succeeding phases.

It is important for the HiTech Park to identify, locate, and cluster "Key Attractors" to serve as catalysts for economic growth. This will draw up top local and foreign businesses that will form the foundation of innovation and vibrancy. The rest of the development will then follow to fill in the requirements for a successful development

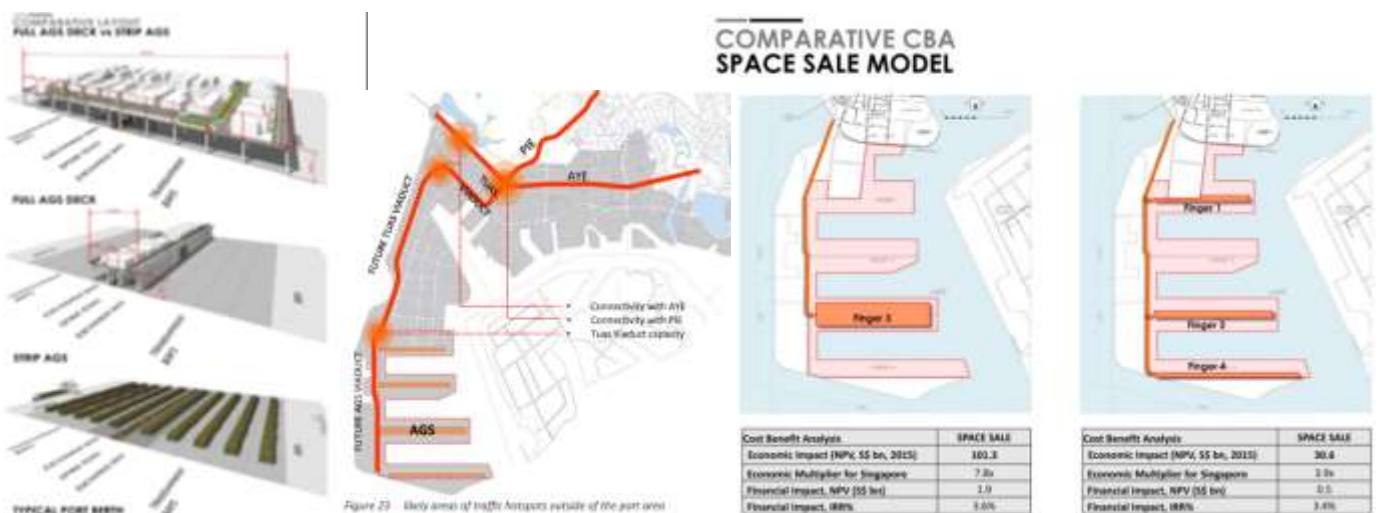
Project:

Strategic Study to develop Aboveground Space (AGS) for Singapore's Next Generation Port 2030 - 240 Ha/ GFA 3.07million m² development to be built above the future Tuas Megaport

Members Involved/Position of Responsibility:

Rafael MALABANAN, Project Team Lead (Jurong Consultants)

Other team members – Multidisciplinary Team from Jurong & External Consultants



Courtesy of SJ Consultants

Brief Description

The Maritime & Port Authority of Singapore (MPA) together with JTC Corporation commissioned a study for the strategic development for land use intensification by building a development over the Tuas Mega Port Terminal. This aims to explore alternative non-conventional "land banks" for Singapore.

There are 2 stages to the Feasibility Study. The 1st Stage addresses possible stakeholders and the financial and economic feasibility of locating port related and suitable strategic developments above each finger of the future Tuas Mega Port, designated as the Above Ground Space (AGS). The 2nd Stage explores the technical challenges and feasibility of building an elevated platform over the Tuas Mega Port for future developments on the AGS.

Project:

Dong Feng Canal Poetry Park Landscape Masterplan

Members Involved/Position of Responsibility:

Rafael MALABANAN, Urban Designer

Brief Description

The 14km Dong Feng Canal passes through the length of Chengdu City in China and flows from North to South irrigating the surrounding agricultural farmlands. Informal local recreation activities surround the canal – fishing, swimming, walking the dog, playing mahjong or drinking tea and other socializing activities. It has become increasingly incorporated into Chengdu City due to urban development, becoming an urban water belt providing opportunities for improving the city image.



Courtesy of SJ Consultants

The landscape Master Plan recognizes the canal's role in urban life and takes a sensitive approach. The concept revolves around creating a "Poetic Landscape" for the city - a unique public environment for locals as well as visiting tourists designed for all seasons and offers a wide range of recreational & leisure activities. It is important to develop an iconic and meaningful landscape that acts as an urban catalyst for economic growth of Long Chuan.

Long Chuan and Chengdu region is rich in culture and history, well known for Dynastic poetry, tea drinking opera, unique flora & fauna, natural medicine, peach festivals, art of ginkgo bonzai and lacquerware. The "Dong Feng Canal Poetry Park" is inspired by the poems of the famous Tang dynasty poet Du Fu's "Thatched Cottage near Chengdu". Various poems have been visually translated into various parks, plaza, promenade and garden elements along the canal.

Project:

Development Project Management and Financing Strategy – 100 acres mixed use precinct in the Vizag Smart City, Visakhapatnam, Andhra Pradesh, India

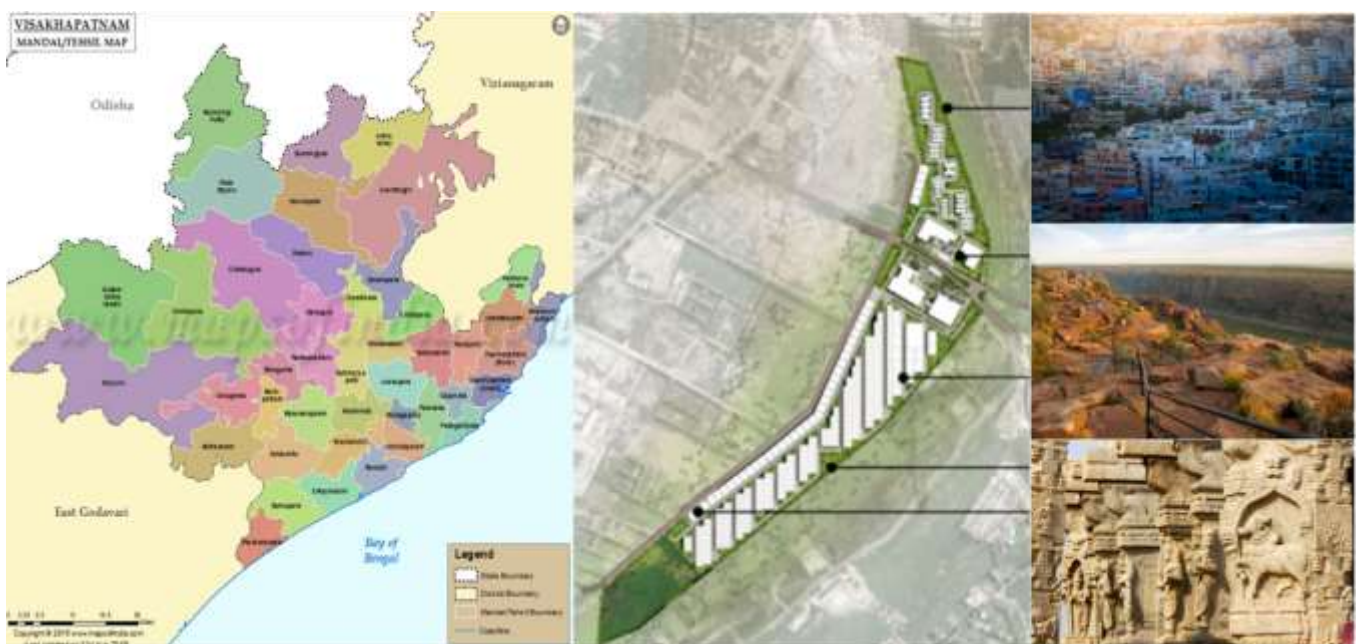
Members Involved/Position of Responsibility:

Dr Annie WOO, Project Director

Brief Description

The proposed development aims to provide high-quality housing and a diverse mix of commercial and hospitality activities in Vizag, which has been designated as the executive capital of the Indian state of Andhra Pradesh. Set to be developed over the next eight to ten years in multiple phases, the project will yield more than nine million square feet of gross floor area. The client is currently seeking additional equity and exploring financing options for this initiative.

A team of international consultants and service providers—including architects, engineers, and urban strategists—will form a specialist team to provide executive oversight and manage the complex tasks required to deliver a high-quality and sustainable precinct in this thriving state. The anticipated progress and transformation of the area are expected to enhance the quality of the built environment while delivering positive social benefits, such as job creation and improvements in the business and commercial economy.



Project:

Business and commercial feasibility, retail and lifestyle analysis and placemaking strategy for the Jurong Innovation District Master Plan, Singapore

Members Involved/Position of Responsibility:

Dr Annie WOO, Project Director (while assuming role as head of CBRE Consulting, Singapore)

Other team members - Senior Analysts and Research Analysts

Brief Description

The Jurong Innovation District (JID) is a 600 ha development comprising five precincts – Tengah, Bulim, Bahar, Cleantech Park & Launchpad@JID. Immediate adjacencies include residential estate at Bulim and the Nanyang Technological University (NTU) next to Cleantech Park. Positioned as a collaborative district, the smart estate will host a full value chain of manufacturing activities and will be well-connected to other parts of Singapore. The precinct is planned with an ecosystem that promotes business, work, live, play and learn



Jurong Innovation District



Project:

Due diligence and evaluation of JV partner for Jewel Changi Airport, Singapore – Financial and Real Estate Partnership Model

Members Involved/Position of Responsibility:

Dr Annie WOO, Project Director for real estate assessment (while assuming role as head of CBRE Consulting, Singapore)

Other team members - Senior Analysts and Research Analysts

Project Lead – Ernst & Young

Brief Description

Conceived in 2013, Jewel is a nature-themed entertainment and retail complex at Singapore Changi Airport, inspired by the garden city concept. Developed by Jewel Changi Airport Trustee Pte Ltd, a joint venture between Changi Airport Group (CAG) and CapitaLand (through its wholly owned CapitaLand Mall Asia), the project was estimated to cost around SGD 1.7 billion. This iconic 10-storey mixed-use landmark was redeveloped from the former open-air carpark and features a four-storey Forest Valley, 280 shopping and dining outlets, the 40-meter-tall Rain Vortex waterfall (sponsored by HSBC), Canopy Park, as well as accommodation, flight check-in, and baggage storage facilities. According to The Straits Times, Jewel attracted 50 million visitors within six months of its soft opening in April 2019



Key Projects and Initiatives:

- PPP Unit, State of Rio de Janeiro – Brazil
- MA 006 Highway, Maranhão, NDB-financed – Brazil
- Economic and Strategic Plan 2050, Ceará and Rio Grande do Norte – Brazil
- PPP Sanitation Project, Mato Grosso do Sul – Brazil
- Strategic Project Portfolio for Invest Minas, MG – Brazil
- Pampulha Airport Concession Strategy, Belo Horizonte, MG – Brazil
- Strategic Project Portfolio for Uberlândia and Itabirito, MG – Brazil
- LOG Properties Logistics Platform Viability, Betim, MG – Brazil



OVERVIEW OF MAIN SERVICES

PROVIDUS and Hestia Consultancies excel in crafting holistic, people-centred plans that elevate community well-being, drive economic growth, and create meaningful job opportunities. With sustainability at the core, we collaborate with clients and stakeholders to develop actionable, market-driven strategies that seamlessly integrate business, infrastructure, and community services. Our unwavering commitment to inclusion, accessibility, and resilience ensures the development of thriving, sustainable communities that deliver measurable economic impact

DEVELOPMENT POSITIONING

- Structure economic, business, and industrial clusters for short-, medium-, and long-term growth.
- Manage land release to meet market demands and future needs for sustainable development.
- Align clusters with regional economic strengths and strategic goals.

LAND USE

Strategic Spatial Distributions

- Optimize economic and industrial zone locations to prevent future shortages and enhance competitiveness.
- Develop a strategy to map land uses, integrating residential, industrial, and social facilities with transportation systems.
- Plan critical infrastructure services (water, drainage, sewage, energy) to meet future demands and resilience challenges.

Localized Master Plan

- Develop a plan that integrates market positioning, client needs, and infrastructure recommendations.
- The Land Use Master Plan may include:
 - Land use allocation
 - Subdivision plans
 - Infrastructure utility concepts
 - Urban design concepts
 - Development control guidelines
 - Traffic circulation systems

INFRASTRUCTURE

Infrastructure Planning

- Ensure transportation infrastructure connects developments to neighboring areas with an emphasis on robustness and accessibility.
- Plan sustainable infrastructure adapted to climate change, including energy mixes, public utilities, and telecommunications.
- Consider risk assessments for high-risk scenarios like sea-level rise, flash floods, and coastal defenses.
 - Prioritize water security, recycling, and watershed conservation in urban infrastructure planning.
 - Ensure social infrastructure (schools, hospitals) is equitably distributed according to population growth and global standards.

This structured overview demonstrates how PROVIDUS and Hestia Consultancies align their services with strategic objectives in consulting, land use planning, and infrastructure development. By prioritizing sustainability, we foster the growth of resilient, thriving communities.



The Beauty of a Boutique Consultancy Firm

We are not your typical consultancy firm. At PROVIDUS, we stand apart from the larger, traditional players by offering a more personalized, agile, and results-driven approach. As a boutique consultancy, our team of land use planners, economists, architects, and infrastructure and transportation specialists work closely together to deliver exceptional value. Here's how we differentiate ourselves:



Agility, Focus, and Cost-Efficiency

Our lean and flexible team structure allows us to act swiftly and decisively—no layers of bureaucracy, no red tape. Each member of our core team is deeply involved in every project, ensuring that you receive expert-level attention at every stage. We don't pass off work to junior staff; we take personal ownership of your project from start to finish.

Direct communication is our hallmark. From day one, you will have access to our top experts who will work alongside you to create tailored solutions. This hands-on approach guarantees quicker turnarounds and more effective decision-making.

In addition, we will maintain competitive pricing by keeping our overhead low. Unlike larger firms burdened by fixed costs, we expand our team only when necessary, delivering top-tier quality at a fraction of the cost. You pay for expertise, not excess.

Collaboration, Local Expertise, and Community Engagement

At PROVIDUS, every project is a shared endeavor. We don't believe in imposing solutions; we believe in creating them together. In every country and community we work in, we will integrate local knowledge and encourage community participation. After all, true success comes from building alongside those who know their land, people, and culture best.

Our role is not to dictate the future but to help shape it collaboratively. We see ourselves as facilitators, equipping local stakeholders with the tools, knowledge, and support to lead their own sustainable development. Your community's success is our success.

Sustainability and Climate Resilience

Sustainability isn't just a buzzword for us—it's embedded in everything we do. From our intention to preserve forests and protect agricultural land to minimize carbon footprints, we will prioritize environmental integrity. Our land-use strategies will align with both economic development and population needs, ensuring sustainable livelihoods for generations to come.

In an era of climate change, we will take a proactive approach to resilience. Every project that we will undertake will incorporate strategies for climate adaptability and prioritize green energy solutions. We believe that development should not only meet the needs of today but also safeguard the future.



WHY WE DESERVE YOUR CONSIDERATION

- 1) **Diverse Expertise Across Key Fields:** Our team brings together seasoned professionals in development strategy, economics, urban design, environmental design, infrastructure, and transportation. This multidisciplinary approach ensures that each project is thoroughly examined from all angles, maximizing resources and creating development plans that truly benefit local communities.
- 2) **Global Perspective with a Local Focus:** Our extensive global experience allows us to draw on international best practices while tailoring solutions to the unique needs and strengths of local populations. By involving local stakeholders in the process, we create projects that are culturally appropriate and more readily accepted, fostering long-term community engagement and employment.
- 3) **Proven Track Record with a Strategic Vision for Sustainability:** Each member of our team has over 15 years of experience in their respective fields, resulting in a solid foundation of successful projects. We plan for sustainable, long-term growth that prioritizes efficient resource use and environmental responsibility, ensuring that our projects are not only economically viable but also ecologically sound.
- 4) **Commitment to Inclusive and Sustainable Development:** Our approach prioritizes sustainability and inclusivity. We focus on employment generation, involve local communities in the development process, and aim to build resilient, resource-efficient solutions that enhance well-being and protect the environment. This holistic perspective means our plans are people-centred and future-focused.
- 5) **Holistic, Client-Centric Solutions:** We pride ourselves on creating responsive, adaptable solutions tailored to each client's unique goals. By integrating employment opportunities, sustainable practices, and resource efficiency, we develop strategies that align with client visions while positively impacting the local population and environment.



Call to Action:

We welcome the opportunity to discuss any development-related topics or provide briefings on areas of interest. For those overseas, we are available for virtual meetings via Zoom. Please feel free to reach out to us for further discussion.



PROVIDUS
PLANNING CONSULTANTS
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