



2024 주택공간위원회 공무국외출장 결과보고



2024. 6.

서울특별시의회
주택공간위원회

공무국외활동 개요

1. 활동국(도시) : 말레이시아(쿠알라룸푸르, 푸트라자야), 인도네시아(자카르타), 싱가포르

2. 활동목적

- 고품질 공공임대주택, 세대공존형 주택공급 방안 등 신주거정책 벤치마킹
- 수변개발 및 도심상업지구 조성 사례 견학
- 기반시설 입체·복합화 등을 통한 도시계획 및 도시건축디자인 혁신 시사점 도출
- 녹색건축, 저탄소 친환경 도시개발 선진사례 답사

3. 활동기간 : `24.5.16.(목)~5.23.(목), 6박8일

4. 보고서 작성자 : 주택공간위원회 위원장 민병주

5. 활동자 인적사항 : 총 17명

연번	구분	소속	직위	성명	비고
1	의원	주택공간위원회	위원장	민병주	단장
2			부위원장	김태수	
3			부위원장	박승진	
4			위원	박 석	
5			위원	신동원	실무추진단장
6			위원	유정인	
7			위원	이민석	
8			위원	이봉준	
9			위원	이성배	
10			위원	최진혁	
11			위원	강동길	
12			위원	임종국	
13			위원	최재란	
14	공무원	주택공간전문위원실	수석전문위원	오정균	
15			주무관	이정현	
16			주무관	박영신	
17			입법조사관	조윤길	

2024 주택공간위원회 공무국외출장 결과보고

1 출장개요

출 장 목 적

- ◆ 고품질 공공임대주택, 세대공존형 주택공급 방안 등 신주거정책 벤치마킹
- ◆ 수변개발 및 도심상업지구 조성 사례 견학
- ◆ 주거·상업·업무 복합개발 사례 및 도시건축디자인 혁신 시사점 도출
- ◆ 녹색건축, 저탄소 친환경 도시개발 선진사례 답사

□ 출장일정 : 2024. 5. 16(목) ~ 5. 23(목) / 6박 8일

서 울	→	말레이시아 푸트라자야/쿠알라룸푸르	→	인도네시아 자카르타	→	싱가포르	→	서 울
5.16(목) 출발	6시간 20분	5.16(목)~18(토) (2박)	1시간 20분	5.18(토)~20(월) (2박)	1시간 45분	5.20(월)~5.22(수) (2박)	6시간 30분	5.23(목) 06:00 도착

□ 주요활동

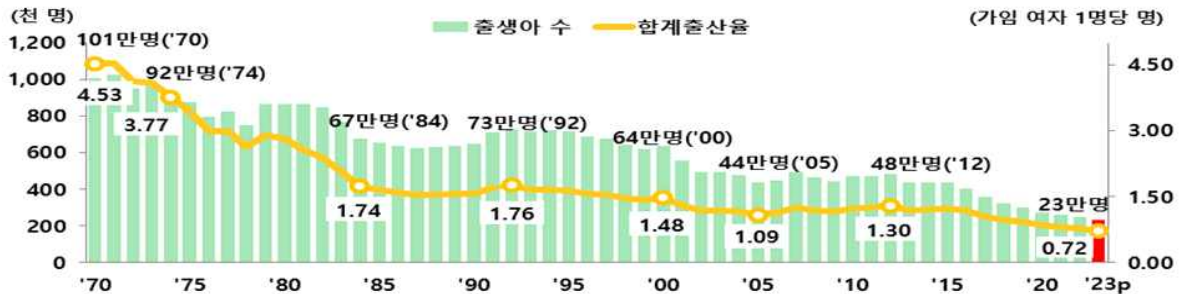
- ① 말레이시아 : 행정수도인 푸트라자야의 토지, 주택, 교통인프라 조성 현황 견학 및 공공주택정책 담당 기관 방문
- ② 인도네시아 : 인도네시아 대표 부동산 개발 기업(Agung Sedayu) 방문, 최신 주거 유형 및 택지개발 사례지 답사
- ③ 싱가포르 : 도심부 랜드마크 건축물 및 입체도시개발 사례 답사, 고품질 공공임대주택 등 신주거공급 정책 확인

□ 방문단 구성

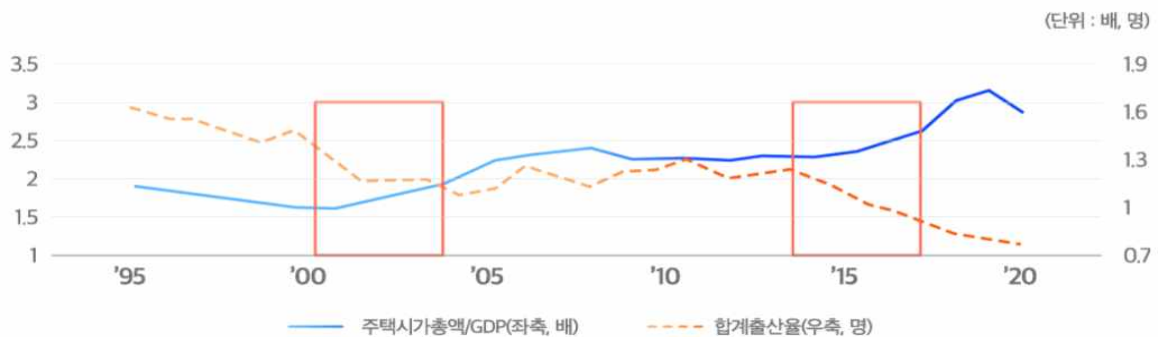
- 위 원 회 : 17명(위원 13명, 전문위원실 수행직원 4명)

□ 출장배경

① 주택시장 불안정 및 주거비 부담 가중에 따라 저출생 현상 심화(합계출산율 통계청(2023))



1995-2022년 GDP 대비 주택시가총액과 출산율 추이



⇒ 출산율 감소 추이는 주택시가총액이 급증하는 시기와 상관관계가 존재하므로, 주택정책 혁신을 통해 부담가능한 공공주택 확충 필요¹⁾

② 한강 수변개발을 통한 매력도시 조성 등 도시경쟁력 강화 추진 중 ('23.3. 서울시 <그레이트 한강 프로젝트>)



1) 자료 : 한국은행, 주택시가총액; 통계청, 합계출산율

⇒ 주거, 문화, 업무, 상업, 여가, 문화, 휴식 등 다양한 기능을 복합화한 선도 정책 추진 필요

⇒ 서울의 주요 경관자원인 한강의 활용성 제고를 통한 도시 경쟁력 강화 방안 모색

③ 기반시설 입체·복합화를 통한 재개발·재건축 사업지원 방안 발표('24.3.27.)

주변 기반시설 및 건축물 입체화, 공공시설 복합화를 통한 사업가능한 대지면적 확보



⇒ 기반시설 입체·복합화 등을 통한 토지이용 고도화 방안 마련 필요성 대두

④ 대규모 유희부지 적용을 위한 ‘균형발전 화이트사이트(균형발전 사전협상제)’ 도입 발표(서울특별시 ‘다시 강북 전성시대’ 발표, 2023.3.26.)

대규모 유희부지에는 일자리 기업 유치를 위해 **균형발전 화이트사이트(균형발전 사전협상제)**를 도입하겠습니다.

화이트사이트 주요내용

- 일자리 기업유치 의무화
- 최대 상업지역 용량률, 용적률 1.2배
- 허용용도 자율 제한
- 균형발전 사전협상 제도 도입
- 공공기여연한 (80%→50%/0/0)
- 균형발전위원회 심의

적용대상

- 대규모 공공개발 부지 (신용보증기금 이전지 등)
- 공공토지 분양 후 민간기업 개발신청 시 적용
- 대규모 민간부지 (장려 제·농업 부지 등)
- 사전협상 신청 시 적용

300여개사업

기존 도시계획으로 개발이 어려운 지역을 사업신청자가 원하는 용도와 규모로 개발하여

수변경관공간에는 하늘·노을 기둥 조성, 자연회수시설 지하화, 한강변 수변 활성화를 통해 **세계적 친환경 수변 놀이공간**으로 조성하겠습니다.

- 하늘·노을공원 체계적 가든 조성**
 - 하늘·노을공원 연결공간 조성
 - 전망공간, 산책로 등 조성
 - 월드컵공원 일대 명소화 연계
- 광역 자연회수시설 지하화**
 - 자연회수시설 지하화 시설 확충
 - 주민 안전 수변하역 현대화 시설 조성
- 수변 활성화**
 - 리버버스 등 신교통수단 연계
 - 수상스포츠 기능한 복합공간 조성
 - 야간광원 현대화 조성
- 서울 아트 파빌리온**
 - 예술문화시설, 한강문화재단 지인예술연계공간

⇒ “화이트 사이트*” 적용사례 등 친환경·도시건축 혁신 사례 답사

⇒ 한강 및 지천변 친환경 수변 공간 조성 추진

※ 화이트사이트(White Site)는 싱가포르의 도시계획 정책 중 하나로 개발사업자가 별도의 심의 없이 허용되는 용적률 내에서 토지 용도를 자유롭게 정할 수 있는 제도를 말함(연합인포맥스, [시사금융용어] 화이트사이트)

※ 서울 대개조 발표('23.7.), 서남권 대개조 구상('24.2.), 다시 강북 전성시대('23.3.) 발표 등 도시 발전 전략 추진 중

□ 출장지 선정 사유

① 말레이시아(Malaysia)

- 말레이시아는 우리나라보다 앞서(2000년) 행정수도 이전(쿠알라룸푸르→푸트라자야)을 실현하여 우리나라 행정수도인 세종시 건설의 롤모델이 되었음
 - 행정수도인 푸트라자야는 계획 당시 “전원 속의 도시(City in a Garden)-인텔리전트 도시(Intelligent City)”를 개발 목표로 행정, 주거, 관광 기능 및 MICE기능 등을 도입하였음
 - 도시의 40% 정도가 호수 및 습지 등의 녹지공간으로 구성되어 수변공간 개발 계획을 포함한 친환경도시의 조성 사례 확인 가능
 - 또한, 스마트시티를 비롯한 효율성 구성 부문에서 말레이시아 마다니(Madani)*, 마이디지털 이니셔티브** 등의 정책을 통해 녹색성장과 스마트·디지털이 접목된 도시정책 발표로 선진국 진입을 준비중에 있음
- * Malaysia Madani: ‘22년말 출범한 안와르 신정부가 발표한 정책으로 2030년까지 연방령인 쿠알라룸푸르 등 3개지역을 지속가능성 있는 스마트도시로 전환하려는 정책
- ** My Digital Initiative: ‘21년 발표된 디지털 경제구조 전환을 위한 청사진

② 인도네시아(Republic Indonesia)

- 인도네시아는 현재 수도(자카르타)의 인구과밀 등에 따라 수도이전을 추진 중으로, 우리나라(국토교통부)는 교통 및 주택사업 부문에 대한 양국 협력 방안을 논의한 바 있음(‘22.3.)
- 자카르타 자산관리공사(JAKPRO)는 도로, 철도 등 기반시설을 관리하고 활용하는 기관으로서 최근 기반시설과 주상복합 건축물을 복

합하여 건설하는 프로젝트(페강산 두아(Pegangsaan DUA)역 주상복합 아파트)를 추진 중에 있음

- 서울시도 기반시설의 입체·복합화로 주택용지를 추가 확보함으로써 정비사업 활성화를 지원하도록 발표한 바 있음('24.3.27.)

③ 싱가포르(Republic of Singapore)

○ 싱가포르는 자가소유 주택공급 촉진을 주택정책의 우선순위로 선정, 국가 주도하에 정부 재정 지원으로 자가형 공공주택을 활발히 공급 중에 있음

- 우리나라도 재개발·재건축 사업시 ‘공공분양’ 주택(일명 ‘뉴홈’)을 공급할 수 있도록 「도시 및 주거환경정비법」이 개정되었으며, 서울시도 이에 따라 조례를 개정하였음.

○ 또한, 싱가포르는 역세권을 중심으로 주거, 상업, 업무, 커뮤니티 시설 등이 혼합된 복합용도개발을 위한 용도지역을 다양하게 마련하여 관리하고 있음

- 싱가포르 대표 랜드마크인 마리나 베이 샌즈는 도시계획의 규제가 적용되지 않는 ‘화이트존(White Zone)’을 적용하였음.
- 서울시는 대규모 유희부지를 활용한 일자리, 기업 유치를 위해 ‘균형발전 화이트사이트(균형발전 사전협상제)’를 도입하겠다고 발표한 바 있음('24.3.26).

○ 또한, ‘캄푹 애드미럴티(Kampung Admiralty)’는 신혼집·실버타운을 한 단지에 조성하여 노인 돌봄과 육아를 동시에 해결하는 등 서울시의 신주택정책 추진에 모델이 될 수 있으며, 싱가포르에서 시행 중인 토지임대부·환매조건부 주택 등 신혼부부의 주택시장 진입 장벽 완화를 위한 다양한 대안적 주택공급 방안에 대한 벤치마킹 필요

2

방문기관 선정 사전 논의

□ 1차 사전간담회

- 일 시 : '24.1.23.(화) 14:00~15:00
- 장 소 : 주택공간위원회 간담회장(의원회관 5층)
- 주요내용 : 국외 비교시찰 주제 및 방문국 선정, 추진일정 논의
 - 저출생 대응을 위한 주택공급 방안 등 다양한 주택정책 모색
 - 수변개발 벤치마킹 사례 견학 및 시사점 도출
 - 도시 경쟁력 강화를 위한 랜드마크 조성 사례



□ 2차 사전간담회

- 일 시 : '24.2.20.(화) 15:30~16:30
- 장 소 : 주택공간위원회 간담회장(의원회관 5층)
- 주요내용 : 방문도시 및 기관 선정, 실무 추진방안 등 논의
 - 제324회 정례회 일정을 고려한 적정 출장계획 및 방문도시 선정
 - 의원 간 원활한 의사소통 및 차질 없는 출장 준비 및 결과활용을 위한 실무추진단 구성 및 업무분장
 - 정부 주도의 공공주택 공급정책 추진여부를 고려한 방문기관 선정



□ 1차 전문가 간담회

- 일 시 : '24.2.28.(수) 13:00~14:00
- 장 소 : 주택공간위원회 간담회장(의원회관 5층)
- 전 문 가 : SH도시연구원 이영민 박사
- 주요내용
 - 싱가포르의 토지제도 및 도시계획 체계
 - 싱가포르의 공동주택 특성 및 주택시장 현황 및 주택정책 시사점
 - 싱가포르의 공공주택 공급 트렌드 및 주요 답사사례



□ 2차 전문가 간담회

- 일 시 : '24.3.8.(수) 10:00~11:00
- 장 소 : 주택공간위원회 간담회장(의원회관 5층)
- 전 문 가 : 한국산업기술원 지방자치연구소 박영애 이사
- 주요내용
 - 말레이시아(쿠알라룸푸르, 푸트라자야) 및 인도네시아(자카르타) 일반현황 및 방문 도시별 특징 소개
 - 공무국외여행 일반사항 및 유의사항 안내 등



3

세부 추진사항

□ 주요 일정

일 시	내 용	비 고
[1일차] 5. 16.(목)		
16:35~21:55	인천 → 쿠알라룸푸르 (KE 671, 6시간 20분 소요)	
[2일차] 5. 17.(금)		
10:00~12:00	푸트라자야 도시계획 업체 푸트라자야 홀딩스(PUTRAJAYA HOLDINGS) 및 말레이시아 대표 부동산 그룹 가무다랜드(Gamuda Land)방문 및 면담	기관방문 #1
14:00~18:00	말레이시아 정치·종교·문화시설 집적지 현장방문 말레이시아 초고층 건축물 현장방문	현장방문 ①
[3일차] 5. 18.(토)		
10:00~15:00	말레이시아 정치·종교·문화시설 집적지 현장방문	현장방문 ②
16:10~17:35	쿠알라룸푸르 → 인도네시아(자카르타) (MH 723, 1시간 20분 소요)	
[4일차] 5. 19.(일)		
10:00~12:00	인도네시아 전통건축·자산 보존구역 현장방문	현장방문 ③
14:00~18:00	인도네시아 정치 및 역사문화공간 현장방문	현장방문 ④
[5일차] 5. 20.(월)		
10:00~12:00	인도네시아 최대 도시개발 기업 Agung Sedayu Group(관광 및 MICE 산업 등 부동산 개발 기업) 방문 및 면담	기관방문 #2
15:40~18:25	자카르타 → 싱가포르 (GA 836, 1시간 45분 소요)	
[6일차] 5. 21.(화)		
10:00~11:00	싱가포르 주택개발공사(HDB) 전시관 현장방문	현장방문 ⑤
11:00~12:00	공동주택 사례 현장방문 #1 (세대공존형 공공주택 - 캄퐁 애드미럴티)	현장방문 ⑥
14:00~15:00	도시공원·녹지 조성 사례 견학 기관방문 #3 (가든스 바이더 베이)	기관방문 #3
15:30~16:30	싱가포르 도시재개발청(URA) 방문 및 면담	기관방문 #4
[7일차] 5. 22.(수) ※ 싱가포르 국정 공휴일(석가탄신일)		
11:00~12:00	공동주택 사례 현장방문 #2 (고층·고밀 공공주택 - 피나클앳덕스톤)	현장방문 ⑦
14:00~19:00	마리나베이샌즈 호텔 인근 수변개발 현장견학 및 리버보트 탑승	현장방문 ⑧
22:30~06:00	싱가포르 → 인천 (KE 644, 6시간 30분 소요)	

□ 개인별 주요 임무

연번	분 야	성 명	업 무 내 용
1	총괄	민병주 (단장)	• 공무 국외활동 총괄
2	총괄	신동원 (실무추진단장)	• 3개 분야(주택공급 정책, 친환경건축 및 수변 개발, 도시건축디자인 혁신방안) 기관방문 및 일정 총괄
3	고품질 공공임대주택 공급 등 주택정책 혁신방안	강동길	• 고품질 공공임대주택 공급 사례를 통한 공공 주도 주택공급 시사점 도출
4		김태수	• 도시별 주택정책 도시계획 및 주택정책 이슈 및 현안 파악
5		이성배	• 세대공급형 공공주택 등 신주택공급 패러다임 연구
6		이봉준	• 공공임대주택 공급을 위한 토지개발 및 주택 특성 파악
7	친환경 건축 및 수변개발을 통한 도시경쟁력 강화	박 석	• 친환경건축, 녹색건축 사례 검토
8		박승진	• 관광인프라·랜드마크 조성을 통한 도시경쟁력 강화 방안
9		유정인	• 수상교통 및 수변공간 거점개발을 통한 도시 활성화 방안 검토
10	도시건축 디자인 혁신방안 및 도시계획 혁신 사례	이민석	• 민간 및 공공건축물 혁신 디자인 사례
11		임종국	• 싱가포르 초고층 건축물 계획 특성 및 지역 건축자산 보존정책
12		최진혁	• 입체도시개발 현황 및 관련 제도 비교
13		최재란	• 화이트조닝 등 도시계획 혁신방안 검토

[1일차] 5. 16(목) 인천 → 말레이시아(쿠알라룸푸르)

16:35
~
21:00

인천공항 출발(KE 671) → 쿠알라룸푸르 공항 도착(6시간 20분 소요)

[2일차] 5. 17(금) 쿠알라룸푸르 → 푸트라자야(35분 소요)

10:00
~
12:00

<기관방문 #1> 말레이시아 푸트라자야 도시계획 업체 푸트라자야 홀딩스 (PUTRAJAYA HOLDINGS) 및 가무다랜드(Gamuda Land)방문 및 관계자 면담

① 푸트라자야 홀딩스(PUTRAJAYA HOLDINGS)

○ 방문목적

- 신행정수도 계획도시 선진사례 답사를 통한 서울시 녹색도시 조성을 위한 정책 추진 방향 모색

면담자(PUTRAJAYA HOLDINGS)

- ✓ 성명 : Nur Isnita Ibrahim
- ✓ 직책 : Head of Centralised Credit Management
- ✓ 연락처 : isnita.ibrahim@klcc.com.my / +6014-929 1503

○ 주요 질의 및 면담내용

- (박석 의원) 푸트라자야 도시가 조성된 배경은 무엇인지?

- 말레이시아의 수도인 쿠알라룸푸르는 1980년대 당시 인구과밀의 문제를 겪고 있었고, 이에 따라 당시 총리(마하티르 빈 모하마드)를 중심으로 인구분산을 위한 신행정수도 건설 논의를 시작하였음.
- 푸트라자야는 쿠알라룸푸르 남쪽으로 약 25km 떨어진 곳에 위치하고 있으며, 당초에는 슬랑오르 주의 '프랑브사르'라는 지명을 갖고 있던 곳으로, 1918년 영국에 의한 발견 당시에는 개발이 되지 않은 곳이었으나, 수도인 쿠알라룸푸르와 멀지 않은 거리에 입지해 있고, 쿠알라룸푸르 국제공항과 가까운 입지적 특성으로 행정수도 입지로 검토되었음.
- 본격적인 수도이전은 1999년부터 추진되었으며, 총리실 직원(30여명)의 이동을 시작으로 2001년에 슬랑오르 주로부터 정식 분리되었음. 이후 쿠알라룸푸르, 라부안에 이어 말레이시아에서는 세 번째로 연방특별구의 지위로 승격되었음.

- (최재란 의원) 푸트라자야 도시계획의 주요 특징은 무엇인지?

- 푸트라자야의 계획인구는 약 33만명, 2018년 기준 인구는 9만2천명이며, 면적은 49.3km로 여의도의 약 6배 규모임
- 쿠알라룸푸르는 서울과 같이 말레이시아의 수도로서 왕실과 입법부가 위치하고 있는 상업과 금융의 중심지로 기능하고 있으며, 푸트라자야에는 총리실, 재무부, 보건부, 정보통신부 등 대부분의 중앙행정기관이 이전을 완료하였음.
- ※ 총리실, 청년체육부, 내무부, 지역개발부, 주택지방정부부, 보건부, 재무부, 정보통신부, 외무부, 교육부, 관광문화부, 교통부, 국내무역소비자부, 농공업부, 농업상품부, 과학기술혁신부, 천연자연환경부, 인적

자원부, 연방직할구부, 에너지녹색기술수자원부

- 푸트라자야 계획 당시 '전원도시(Garden City)와 지능형도시(Intelligent City)를 혼합한 스마트도시', '21세기형 도시와 자연이 공존하는 도시 구축'을 목표로 하였음.
- 푸트라자야 전체 도시의 40%가 녹지공간과 호수 등 자연요소가 차지하고 있으며, 총 180만 평의 인공호수와 습지가 존재하고 있어 자연과 함께하는 도시라는 것이 푸트라자야의 가장 큰 특징임.
- 쇼핑물 2.7%, 거주지가 14%, 녹지 등이 39.9% 차지함.
- 순가이 추아우강 하류에 댐을 막아 조성한 도시 중앙부 호수는 수변길이가 38km에 달해 푸트라자야 도시 축을 형성하고 있으며, 도시의 공간 배치는 호수 수면을 경계로 중심부 지역과 주거지역으로 구분됨.
- 푸트라자야는 도시 전체 개발단위를 20개 구역으로 구분하고, 그 중 5개 구역은 중심부지역(Core Area)에 해당함.
- 정부구역에서 중앙부를 관통하는 상징 가로축(4.2km)은 푸트라자야의 간선기능을 하고 있으며, 이 축을 중심으로 보행자 도로 및 공원이 연결되고 있음. 이 축을 따라 남쪽으로 복합개발구역, 시민문화구역, 상업구역, 체육활동구역 등이 연결되고 있으며, 정부구역을 포함한 중심부 5개 구역 내에서는 교통혼잡 및 대기오염 등 방지를 위해 차량통행이 제한됨.
- 푸트라자야는 대중교통 분담률 70%달성을 목표로 도시 서측에 급행철도 터미털을 배치하고, 경전철(LRT)과 지선버스 등을 연계 계획하였음.

- 행정수도를 이전한 배경은 우리나라 세종시를 계획한 배경과 유사함. 쿠알라룸푸르도 수도의 지위를 유지하고 있으며, 행정수도 이전으로 인한 교통수요 절감 및 통근비용이 절약되는 효과를 보고 있음.
- 푸트라자야 개발로 인해 사용하지 않은 청사는 건축자산으로서 다른 용도로 활용 중에 있음.

○ 방문사진



② 가무다랜드(Gamuda Land)

○ 방문목적

- 말레이시아 대규모 저층주거지 택지개발 사례 및 주택계획 특성 확인



면담자(Gamuda Land)

- ✓ 성명 : Stanly Goh
- ✓ 직책 : Relationship Associate Sales
- ✓ 연락처 : jingxian.goh@gamudaland.com.my / +6017 635 8875



○ 주요 면담결과

- 대상지는 푸트라자야 북측의 코타케무닝(Kota Kemuning) 지역에 위치한 타운하우스로, 면적은 257에이커(약 1.04km²)이며, 2024년 내 완공될 예정임.
- 대상지 전면은 대규모 쇼핑몰과 같은 상업시설 및 업무시설 등 비주거용도 시설을, 대상지 안쪽으로 공동주택과 단독주택이 혼합된 주거단지 배치하였으며, 반려동물과 함께 거주하는 가구를 배려하여 공원을 충분히 계획한 것이 특징임.
- 공동주택의 경우 주상복합으로 계획하였고, 큰 면적의 단독주택의 경우 281m²~298m² 규모로, 작은 면적의 경우 90m²부터 198m²까지 다양한 면적규

	<p>모의 주택유형을 공급하고 있음.</p> <ul style="list-style-type: none"> - 주택가격이 높게 형성되어 있어 단독주택의 경우 부담능력이 있는 높은 연령이 소유하고, 2~30대 연령층은 공동주택에 주로 입주하고 있음. 대상지 일대는 교육열이 높은 지역으로 자녀 교육을 위한 가구도 입주하고 있음.
14:00 ~ 18:00	<p><현장방문 ①> 말레이시아 정치·종교·문화시설 집적지 현장방문</p>
	<p>□ 방문목적 : 초고층건축물 건축 및 지역과 연계한 개발 사례 시찰을 통한 서울시 건축기본 정책 시사점 도출</p> <p>① 페트로나스 트윈 타워</p> <p>○ 건축물 현황</p> <ul style="list-style-type: none"> - 명칭: 페트로나스 트윈 타워 (Menara Berkembar Petronas) - 위치: 말레이시아 쿠알라룸푸르 - 건설기간: 1992년~1998년 - 규모: 지하5층, 지상88층 - 높이: 451.9m(세계에서 21번째로 높은 건축물) - 연면적: 395,000㎡ - 건설: (타워1) 하지마건설(일본) / (타워2) 삼성물산, 극동건설(한국) <p>○ 방문사진</p> <div style="display: flex; justify-content: space-around;">   </div> <p>② 메르데카 타워(KL 118)</p> <p>○ 건축물 현황</p> <ul style="list-style-type: none"> - 명칭: 메르데카 타워(KL118) - 위치: 말레이시아 쿠알라룸푸르 - 건설기간: 2016년~2023년 - 규모: 지하2층, 지상118층 - 높이: 678.9m(세계에서 2번째로 높은 건축물) - 연면적: 673,862㎡ - 건설: 삼성물산(한국)

○ 방문사진



□ 확인결과

- 세계에서 각각 21번째, 2번째로 높은 건축물로 쿠알라룸푸르 내에서도 많은 지역주민 및 관광객을 집결하는 랜드마크의 역할을 수행하고 있었음.
- 특히, 메르데카 타워의 경우 주변 종교 및 문화시설 등과 연계하여 경관축을 조성하고, 인접한 판매시설 등과 함께 지역 활성화에도 기여하고 있음을 확인함.
- 서울도 건축 인·허가 과정에서 주변지역과 맥락을 고려하고, 획일적인 디자인을 탈피하기 위한 노력이 필요함을 인식할 수 있었음

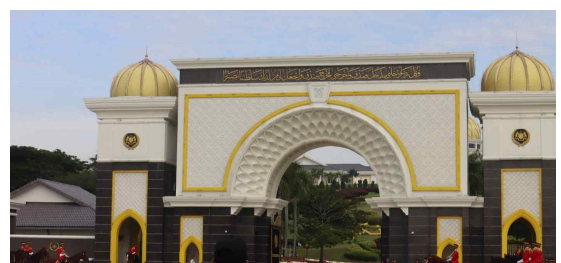
[3일차] 5. 18(토) 쿠알라룸푸르 → 인도네시아(자카르타)

10:00
~
15:00

<현장방문 ②> 말레이시아 정치·종교·문화시설 집적지 현장방문

① 말레이시아 왕궁(이스타나 네가라 Istana Negara)

- 방문목적 : 말레이시아 정치·행정 중심지역 및 주변공간 연계개발 사례시찰
- 방문사진



② 바투 동굴(Batu Caves)

- 방문목적 : 말레이시아 대표 종교시설 및 자연환경 자원을 활용한 도시경쟁력 확보 방안 확인

○ 방문지 현황

- 개요: 쿠알라룸푸르 북측 13km 지점 슬랑오루 주 곰방지역에 위치한 힌두교 성지
- 특성: 석회鍾유동굴로 1878년 발견 이후 힌두교 사찰을 건축한 이래 힌두교 최대 성지로서의 말레이시아 방문객 집객효과 유발

※ 말레이시아는 이슬람교를 국교로 채택하고 있으나 헌법상 종교의 자유를 인정하고 있으며, 힌두교 인구는 약 6.1%를 차지함.

○ 방문사진



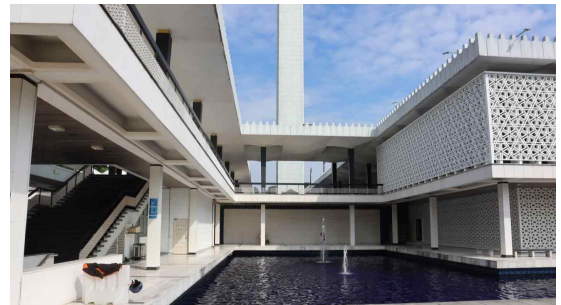
③ 국립 이슬람 사원(마스지드 느가르, Masjid Negara)

- 방문목적 : 종교시설을 중심으로 한 도시개발 조성 사례 확인

○ 방문지 현황

- 개요: 쿠알라룸푸르에 위치한 53,000㎡ 규모의 이슬람 사원(15,000명 수용)
- 특성: 1922년부터 개신교 교회가 있던 토지에 1965년 정부 조치에 따라 모스크가 건립된 곳으로, 영국·말레이시아 각국 건축가가 설계한 현대건축물

○ 방문사진



	<p>□ 확인결과</p> <p>○ 말레이시아는 다양한 대규모 종교 건축물이 도심 내 위치하여 지역 활성화의 중심이 되고 있음을 확인하였음. 대부분의 국민이 특정 종교(이슬람교)의 신자이기 때문에 종교 건축물을 중심으로 하여 주변지역이 활성화되고 있는 것으로 추정됨</p>
16:10 ~ 17:35	쿠알라룸푸르 공항 출발(MH 723) → 인도네시아(자카르타 공항) 도착(1시간 20분 소요)

[4일차] 5. 19(일) 자카르타

10:00 ~ 12:00	<p><현장방문 ③> 인도네시아 전통건축자산 보존구역 현장방문</p>
	<p>따만미니(Taman mini Indosnesia indah, 인도네시아 최대 건축자산 보존구역)</p> <p>○ 방문목적 : 전통건축물 및 전통문화 등 지역건축자산 보존 정책 확인</p> <p>○ 방문사진</p> <div data-bbox="317 1285 866 1570"> </div> <div data-bbox="892 1285 1442 1570"> </div> <p>□ 확인결과</p> <p>○ 인도네시아는 자국의 전통건축물을 집약하여 전시공간으로 활용하고 있었음. 서울의 경우 북촌지역이 대표적인 전통건축 집단구역에 해당하나, 주민이 거주하는 공간으로 오버투어리즘의 문제가 발생하고 있음. 주택정책실에서 추진하는 한옥마을 조성 등 신규 사업추진시, 주거 뿐 아니라 전통주거양식을 반영하여 다양한 전시 및 문화기능을 수용하는 방안도 검토가 가능할 것임</p>

14:00
~
18:00

<현장방문 ④> 인도네시아 정치 및 역사문화공간 현장방문

□ 방문목적

- 인도네시아 정치·행정 주요 청사와 기념비적 건축물 답사 및 주변지역 오픈스페이스(공공공간) 조성·활용방안 시찰

□ 방문대상지

① 인도네시아 대통령궁(이스타나 메르데카 Istana Merdeka)

- 인도네시아는 5년 중임제 대통령제를 채택하고 있으며, 최근 보르네오섬의 동 칼리만탄으로의 수도이전계획이 확정됨.
- 이스타나 메르데카는 인도네시아의 6개 대통령궁 중 하나로, 1942년까지 네덜란드 총독부 궁전으로 사용되던 건축물로 현재는 대통령궁 및 주요 국제행사(1994년 APEC 회의) 등을 개최하고 있음

② 메르데카 광장(Medan Merdeka)

- 메르데카 광장 면적은 약 75만㎡으로, 세계에서 가장 큰 광장 중 하나임
- 광장조성 시기는 네덜란드 동인도회사 식민지 시기인 18세기임
- 광장 중앙에 인도네시아 초대 대통령인 수카르노가 인도네시아 독립운동(對 네덜란드)을 기념하기 위해 건립한 높이 132m의 국립 기념탑인 모나스(Monas)가 위치

□ 확인결과

- 메르데카 광장이 위치한 곳은 자카르타의 중앙부로, 공원 주위에 대통령궁을 비롯한 외교통상부, 정보통신부, 내무부 등 주요 정부기관들이 입지하고 있음.
- 이 지역 일대는 정치·행정 중심지 뿐 아니라 상업·업무기능도 밀집되어 자카르타의 중심지 역할을 하고 있으며 인근지역보다 고밀도 개발이 이루어졌음.
- 그럼에도 불구하고, 중심에 역사를 기념하는 대규모 기념비적 건축물과 광장이 조성되어 있어 시민들의 쉼터가 되고 있었으며, 도시 경관축을 형성하고 있어 인도네시아를 상징하고 있는 지역임을 확인할 수 있었음.

□ 방문사진



[5일차] 5. 20(월) 자카르타 → 싱가포르

10:00
~
12:00

<기관방문 #2>인도네시아 최대 도시개발 기업 Agung Sedayu Group
(관광 및 MICE 산업 등 부동산 개발 기업) 방문 및 관계자 면담

○ 방문목적 : 인도네시아 자카르타 대표 택지개발 조성 사례 확인 및 현장견학

면담자(Agung Sedayu Group)

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- ✓ 직책 : Senior Sales Manager /
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- ✓ 연락처 : hafiz.adibowo@agungsedayu.com /
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면담자(Agung Sedayu Group협력업체 글람 주식회사)

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- ✓ 직책 : 영업채널관리·특수사업본부 / Director
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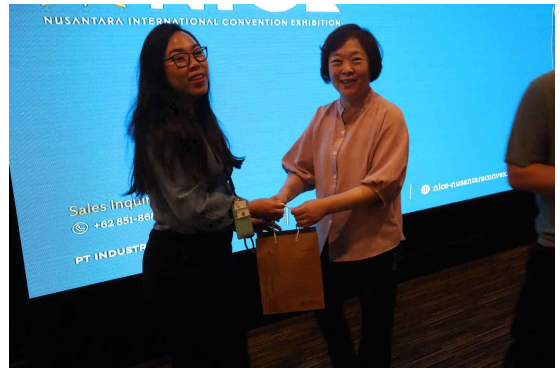


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○ 기관현황

- Agung Sedayu Group은 1971년에 설립된 자카르타 기반의 부동산 개발기업
- 1991년 자카르타 최초 통합 IT 쇼핑몰인 Harco Mangga Dua 개발 이후 고층 아파트 등 대규모 주거 및 상업단지 개발 수주
- 현재 주거, 상업용지 개발 및 자카르타 혁신 개발사례 중 하나인 kelapa Gading Square 시행

○ 방문사진



○ 확인결과

- Agung Sedayu Group은 Salim Group과 합작투자를 통해 인도네시아 북부 해안도시인 PT Pantai Indah Kapuk Dua(PIK2) 지역을 개발 중에 있음
- 이 개발사업은 인도네시아 국가 전략 프로젝트(PSN)으로 도입되었으며, 총 개발면적은 약 1,600ha로, 총 40조 루피아(한화 약 3.4조 원)규모가 투입될 예정임
- PIK2는 수카르노 하타 국제공항에서 인접한 지역(차량으로 7분 소요)으로, 앞서 개발을 완료한 PIK1보다 큰 규모로 개발되며, 주거·상업·의료·교육 기능이 복합된 토지이용을 수립하였음.

2) Central provident Fund, 싱가포르 중앙정부기금

3) 입주 후 5년 MOP(Minimum Occupation Period) 기간에는 아파트를 팔거나 임대할 수 없음



15:40
~
18:25

자카르타 공항 출발(GA 836) → 싱가포르 공항 도착(1시간 45분 소요)

[6일차] 5. 21(화) 싱가포르

10:00
~
12:00

<현장방문 ④> 싱가포르 주택개발공사(Housing & Development Board, HDB) 전시관 현장방문

- (방문목적) 재개발·재건축 등 주택공급 확대, 주거복지를 위한 다양한 유형의 공공주택 공급 등 서울시 주택정책 추진의 시사점 도출
- (기관개요) 싱가포르 주택개발청(Housing Development Board: HDB) : 싱가포르 주택정책 총괄

□ 싱가포르 주택공급 주요 기관: 주택개발청(HDB)

- 싱가포르 주택개발청(Housing and Development Board, 이하 HDB)은 국가개발부 산하의 기관으로서 공공주택 아파트의 건설, 분양, 구매를 전담
 - 1960년 설립, 싱가포르 정부와 장기 토지 임대차계약 체결, 주택 건설, 주택공급 역할을 전담 수행
 - 편의시설과 커뮤니티 등 소프트웨어적 측면까지 폭넓게 고려한 주택을 공급

□ 주택공급방식_ 토지임대부, 환매조건부 주택

- 싱가포르는 약 90% 수준의 국유지를 바탕으로 토지 공개념에 근간을 둔 공공주택

정책을 추진하고 있음(Haila, 2016).

- 1965년 말레이 연방으로부터 독립한 후 1966년 토지수용법을 제정·시행
- 토지국유화를 일찍부터 추진하여 말레이로부터 독립 당시에는 40% 국유지, 현재는 90% 정도가 국유지

○ 국유지에 지은 아파트를 99년(또는 999년) 장기 토지임대 형태로 제공하고, 분양시 시민의 소득 수준에 맞추어 지원금도 부여되므로 일반 민간 아파트 시장가격보다 현저히 낮은 가격에 주택구입이 가능

- 4~5실 BTO(분양) 아파트의 싱가포르의 평균 PIR 비율은 4.1로, 다양한 CPF²⁾ 주택 보조금 고려시 PIR은 훨씬 더 낮아짐(Sing, 2021). ➡ 서울 PIR 15.2(2022년 주거실태조사)

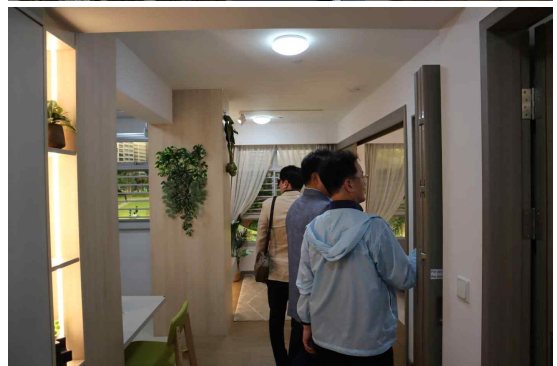
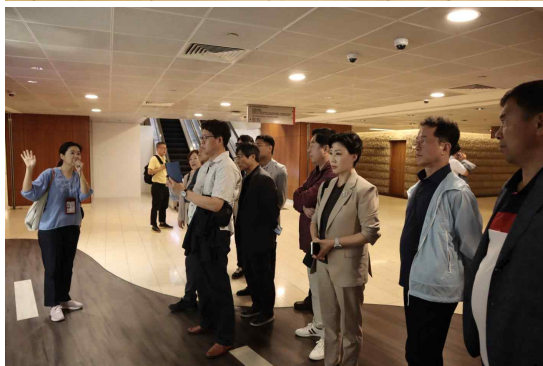
○ HDB 아파트는 토지임대부 주택으로, 토지를 소유하지 않고 건물만 소유

- 토지임대료를 별도 부과하지는 않으며, 아파트 가격 내에 포함
- HDB 아파트 분양을 받으면 영구임대 형태이므로 실질적으로 자가소유로 인식

○ 싱가포르는 HDB를 통해 토지임대부 주택을 공급하며, 주택은 반드시 HDB를 통해서만 판매할 수 있도록 하는 환매조건부 주택으로 공급

- 매도자가 민간 부동산 중개 포털 사이트와 HDB 공식 resale 포털 등 여러 루트를 통해 직접 매수자 탐색을 하고, 가격 산정 또한 매도자와 매수자 간 합의로 정할 수 있다는 점에서 사인 간 거래와 유사
- HDB가 재판매 시장의 중개업무를 담당하면서 1) 매도자가 재판매할 수 있는 요건을 충족하였는지(입주 후 5년³⁾ 전매 제한) 심사하고, 2) 거래 시 매도자의 차익에 대해 일정 부분 부담금을 징수하며, 3) 재판매 포털을 통해 해당 아파트의 조건에 맞는 적정 거래가격 설정에 참고할 수 있는 정보를 제공

○ 방문사진



14:00
~
15:00

<기관방문 #3> 싱가포르 랜드마크 정원 '가든스 바이더 베이(Gardens by the Bay)' 방문 및 관계자 면담

- (방문목적) 대규모로 조성한 정원(조경)으로 자연요소를 활용한 건축계획 기법 사례 확인
- 방문지 개요
 - 2012년 완공, 면적 1.01km²
 - ※ 베이 사우스가든, 베이 이스트 가든, 베이 센트럴 가든 3구역으로 구획
 - Grand Associates, Wilkinson Eyre 설계
 - (플라워 돔) 캘리포니아와 지중해 등 건조한 지방 재현(160개 품종, 32,000개 식물)
 - (클라우드 돔) 열대 고산지대 식물 및 폭포 재현
 - 높이 25m~50m의 18개 슈퍼트리 계획으로 미디어아트 전시 등



면담자(Gardens by the bay)

- ✓ 성명 : Jasmine Woo
- ✓ 직책 : Gardens by the bay Protocol Manager
- ✓ 연락처 : Jasmine.Woo@gardensbythebay.com.sg / 92307711

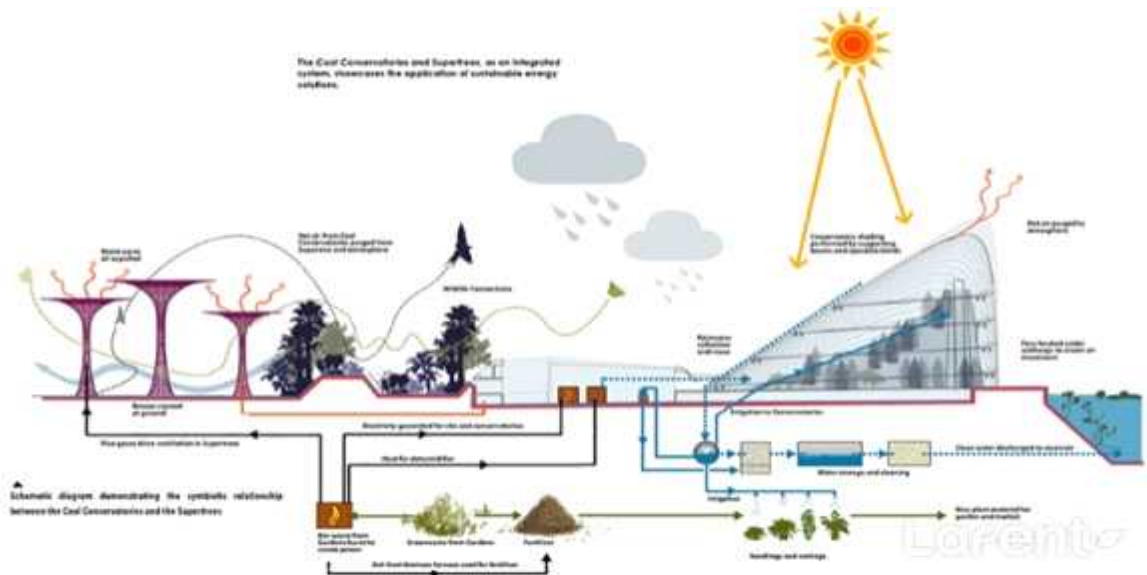
○ 방문사진





○ 확인결과

- Gardens by the Bay는 식물군을 전시하는 기능 뿐 아니라 계획단계부터 지속가능성(Sustainability)을 담보하기 위한 친환경 건축설계를 적용함
- 돔 형태로 계획된 Bay South garden은 건축물 전체의 모든 자원들이 순환할 수 있도록 계획하였음



- 또한, 건축물 내 계획된 두 개의 연못(Dragonfly Lake, Kingfisher Lake)는 인근 마리나베이의 마리나 저류지(Marina Reservoir)와 연계되어 수생 식물에 의해 정화된 후 저수지로 배출되고, 정화처리된 물은 정원에 설치된 관개시스템에 재활용되도록 계획되었음.



15:30
~
16:30

**<기관방문 #3> 싱가포르 도시재개발청(Urban Redevelopment Authority, URA)
방문 및 면담**

○ (방문목적) 新 도시계획 체계, 재개발·재건축 활성화, 도시·건축 디자인 혁신,
국·공유지 개발 등 시사점 도출

※ URA 시티갤러리 방문으로 싱가포르 초고층 건축물 및 혁신디자인 적용된 랜드마크 확인

○ (기관개요) 싱가포르 주택개발청(Housing Development Board: HDB)에서
독립된 기관으로, 싱가포르의 토지이용 및 도시계획을 총괄
("To make Singapore a great city to live, work and play")
- 컨셉플랜(장기계획)과 마스터플랜(중기계획)수립 및 국유지의 활용·개발·
관리 등 담당

- 토지이용계획, 도시설계, 개발규제
- 개발계획의 평가 및 승인
- 도시계획 수립
- 역사문화유산 보전·관리
- 도시 내 핵심 지역 관리
- 싱가포르 건축, 도시 디자인에 대한 계획적 전문성 도모
- 국유지 관리(토지개발 및 부동산 판매)

면담자(URA)

- ✓ 성명 : Hoo Mun Heong
- ✓ 직책 : URAgallery partnership manager
- ✓ 연락처 : hmc5080@gmail.com / 92307711

○ 방문사진





○ 면담결과

- URA 시티갤러리에서는 독립이전의 시대부터 1965년 독립 이후 현재 현재까지의 도시계획 사례와 도시 변천사를 전시하고 있었음
- 싱가포르는 1965년 말레이시아 연방에서 분리·독립되어 현재의 도시국가로는 짧은 역사를 가지고 있음.
- 1980년대부터 본격적인 도시계획을 수립하고 있어 현재 많은 국가에 있어 도시계획의 선진사례를 보여주고 있음.
- 토지면적이 작은 도시국가로 현재도 간척사업을 통해 가용토지를 확장하는 노력을 기울이고 있음.

[7일차] 5. 22(수) 싱가포르 → 인천

※ 싱가포르 국정 공휴일(석가탄신일)

10:00
~
12:00

<현장방문 ⑤, ⑥> 공동주택 사례 현장방문

① 캄퐁 애드미럴티(Kampung Admiralty)

- (방문목적) 고령사회를 대비한 세대 통합형 주택단지 조성사례 견학
- (대상지 개요) 55세 이상 고령자가 입주할 수 있는 노인주거 특화단지로서, 자녀가 근거리에 거주하고 3세대 근접 거주 환경이 조성된 싱가포르 최초 고령자 공공주택

- 위치 : 676 Woodlands Drive 71, 싱가포르
- 개요
 - 용도/개발 : 공공 시니어아파트, HDB
 - 세대 : 104세대(2~5bed)
 - 규모 : 11층 2개동, 커뮤니티 1만㎡
 - 준공 : 2018년

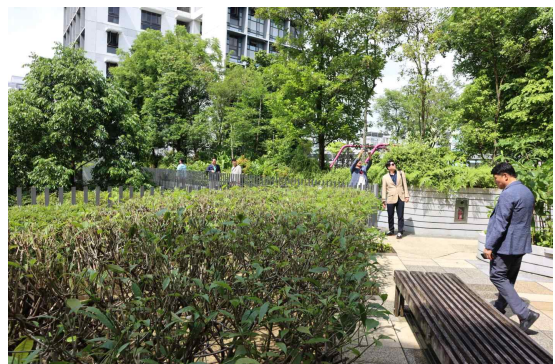


○ 대상지 특징

- 어린이집 등 보육시설과 노인센터를 통합개발한 세대 공존형 주거단지 (근처에 사는 부부가 이곳에 사는 부모에게 손주를 맡기고 출근)
- 고령자를 위한 식당, 의료시설(Urgent Care, 전문병원) 및 커뮤니티 특화
- 친환경 건축 설계(녹색지붕, 태양열, 자연환기시스템 등) 적용
- MRT역이 근접하여 대중교통 이용이 용이하고, 건물내 공원 복합화



○ 방문사진



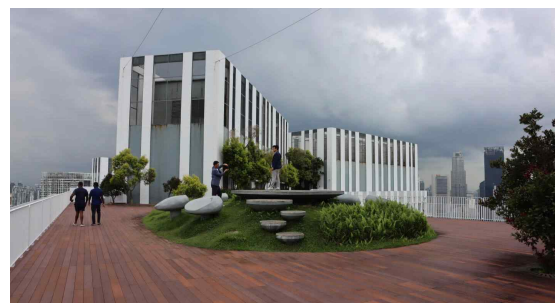
② 피나클 앳 덉스톤(Pinnacle@Duxton)

- (방문목적) 부담가능한 주택 공급을 통한 고밀도 개발 및 디자인 특화 설계가 적용된 공공주택 개발 사례 확인
- (대상지 개요) 재건축된 HDB 공공주택(2009년 준공)으로, 도심에 근무하는 중·저임금 근로자의 주거난 해결을 위해 도심부에 공급된 초고층 고밀 공동주택 단지

○ 대상지 특징

- 주거 및 상업용도(데크층) 복합개발(99년 토지임대 / 건물분양)
- 지역주민을 위한 개방형 커뮤니티 계획(옥상정원, 체육시설 등)
- 세계에서 가장 높은 주거용 건축물(50층, 156m)
- 500m 길이의 옥상정원(26층, 50층) 계획 및 특화된 디자인 적용

○ 방문사진



14:00
~
19:00

<현장방문 ⑦> 마리나베이샌즈 호텔 인근 수변개발 현장견학 및 대관람차리버 보트 탑승

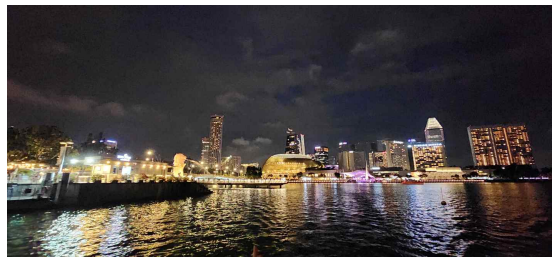
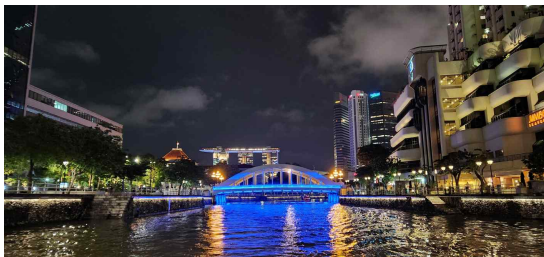
□ 방문목적

- 마리나베이 일대 수변개발 비교시찰을 통한 미래공간기획관 ‘그레이트 한강’ 사업 추진의 시사점 도출

□ 대상지 특징

- 마리나베이는 1970년대 싱가포르 강 오염 가속화 및 홍수로 인한 범람 반복 등으로 쇠퇴한 항구도시의 재건을 위하여 정부주도로 추진되어 조성된 생활·일·여가가 복합된 항만도시임
- 싱가포르강 수질개선을 위한 마리나베이 입구에 수중보 설치를 시작으로, 중심업무지구 및 주변부 매립부지를 국제금융센터로 개발한 지역임
- 건축물 내·외부 공간과 옥상 및 테라스까지 친환경 건축계획을 수립하고, 100ha규모의 대규모 수변공원 확보, 3.5km의 보행·자전거 도로 등을 조성한 것이 주요 계획특징임.

□ 방문사진



□ 확인결과

- 마리나베이 일대 개발은 업무·상업 중심지로서 혁신적 건축디자인 뿐 아니라 다양한 어메니티를 경험할 수 있었음.
- 싱가포르 대관람차는 세계 최대규모이며, 관람시간은 30분정도 소요됨. 리버보트와 함께 마리나베이 일대 개발 현황과 싱가포르 도시를 조망할 수 있어 도시 경쟁력 강화에 일조 할 수 있을 것으로 사료됨.

22:30
~
06:00

싱가포르 출발(KE 644) → 인천공항 도착(6시간 30분 소요)

[8일차] 5. 23(목) 인천

06:00

인천국제공항 도착

□ 기대효과

- 급격한 인구구조 변화에 적극 대응 중인 주택공급 정책 벤치마킹
 - 저출생·고령화 문제 심화에 대응한 세대공존형 주택공급 사례 등 벤치마킹
 - 싱가포르 등 대도시 내 주택공급 확대를 위한 고밀도 공공주택 공급 사례 확인
 - 품질 높은 주거환경을 갖춘 공공주택 공급방안 및 커뮤니티시설 조성 관련 해외 사례 분석
- 택지개발 시 입주자 특성을 고려한 다양한 주거모델 도입방안 및 도시활성화 정책 확인
 - 공동주택 뿐 아니라 입주자 특성 및 라이프스타일을 반영한 다양한 단독주택 등 주거유형 및 공간계획 사례 검토
 - 수변공간 개발, 관광자원, 랜드마크 건축물 등을 통한 도시경쟁력 강화 및 도심활성화 사례 체험
- 해외의 도시공간 혁신, 주택공급 정책, 건축계획 동향 등에 대한 자료 수집·분석과 현지 체험을 통해 상임위와 소관 집행기관의 각종 위원회 활동에서 의정활동 전문성 및 역량 강화
 - 선진 해외도시의 주거 및 공간 정책 등에 대한 자료 수집·분석과 현지 체험을 통해 상임위 안전심사 및 건축위원회 등 소관 집행기관의 각종 위원회에 참여하여 습득지식 적극 활용
- 동남아시아 주요도시에 서울시의 선진 정책에 대한 소개 및 의견 교환을 통해 서울시 이미지 제고 및 향후 대외 협력관계 강화

□ 시정(市政) 활용방안

- 저출생 극복 및 고령화 사회에 대응을 위한 부담가능한 세대공존형 공공주택 등 새로운 주택공급 정책 추진
 - 주택공급 활성화 및 공동주택 건축 디자인 혁신 사례 분석을 통한 서울시 공동주택 계획기준 개선 등 정책기반 마련
 - 고령화 사회 진입 및 저출생 문제에 대응하여 주거비 및 양육부담 완화를 위한 세대공존형 공공주택 공급 추진
- 재개발·재건축 등 주택공급 활성화를 위한 각종 규제완화 등 도시·건축 정책 혁신 방안 마련
 - 대규모 유희부지의 복합개발 및 토지이용 효율성 제고를 위한 화이트 사이트(White Site) 적용 방안 마련
 - 재개발·재건축 활성화를 위한 도시규제 완화 방안 등 검토
- 서울의 도시경쟁력 강화를 위한 초고층 건축물 등 건축디자인 혁신방안 및 친환경건축 활성화 방안 제시
 - 서울의 중심지 기능 강화 및 국제도시로서의 이미지 제고를 위한 초고층건축물 건축 활성화를 위한 제도개선 및 디자인 제고방안 마련
- 수변(Waterfront) 개발 전략 및 수상교통 활성화 정책 추진 방향 제시
 - 서울의 대표적 경관자원인 한강을 중심으로 추진 중인 ‘그레이트 한강’ 및 리버버스 사업의 방향 제시
- 글로벌 서울의 위상 강화 및 지역활력 제고를 위한 지역건축자산 활용 방안 모색

☐ 푸트라자야 시청(follow up 중)



SEOUL METROPOLITAN COUNCIL

Destination Mayor of Putrajaya

Title Request for visit to Putrajaya city hall

1. Allow me to extend my sincere tribute to you for your ongoing efforts to develop Putrajaya City.
2. The Housing and Space Committee within the Seoul Metropolitan Council, Republic of Korea, is planning a annual research field trip. We would be grateful if you could consider accepting our delegation to Putrajaya city hall.
3. Below are the details of our trip and the purpose of the visit.

○ Overview of the visit

Date and time	Place of visit	Visitors	Purpose of visit
17 May 2024 10a.m	Putrajaya city hall	A delegation of the Housing and Space Committee within the Seoul Metropolitan Council (19 people, including the chairperson Min Byungju)	Development of a New Administrative Capital Planning City and Development of Implications for the Relocation of the Capital

○ Details of Request : Meeting with a manager-level officer followed by a short briefing

Attachment: List of Delegation

Seoul Metropolitan Council Chairman



Officer in Charge Lee Junghyun Deputy Director Kim Sookhee Committee Advisor Oh Jeunggun

Ref. No. Housing and Space Committee- (2024.4.30.)

address 15, Deoksugung-gil, Jung-gu, Seoul, Republic of Korea / <https://www.smc.seoul.kr/>

Phone Number 02-2180-7935 Fax Number 02-2180-8219 / jhar815@seoul.go.kr /

☐ 자카르타 자산관리공사(follow up 중)



SEOUL METROPOLITAN COUNCIL

Destination JAKPRO(PT Jakarta Propertindo)

Title Request for cooperation for our visit to your organization

1. Allow me to extend my sincere tribute to you for your ongoing efforts to build a more livable, connecting city of Jakarta society.
2. The Housing and Space Committee within the Seoul Metropolitan Council, Republic of Korea, is planning a field visit to find out the current status of Jakarta's public rental housing supply and eco-friendly building cases for sustainability, etc. We would be grateful if you could consider accepting our delegation to visit Urban Redevelopment Authority.
3. Below are the details of our trip and the purpose of the visit.

○ Overview of the visit

Date and time	Place of visit	Visitors	Purpose of visit
20 May 2024 10a.m	JAKPRO (PT Jakarta Propertindo)	A delegation of the Housing and Space Committee within the Seoul Metropolitan Council (19 people, including the chairperson Min Byungju)	Learn about Jakarta's supply of public rental housing and eco-friendly architecture for sustainability. Sharing the Case Study of the infrastructure stereoscopicization (combination) plan

○ Details of Request : Meeting with a manager-level officer followed by a short briefing

Attachment: List of Delegation

Seoul Metropolitan Council Chairman



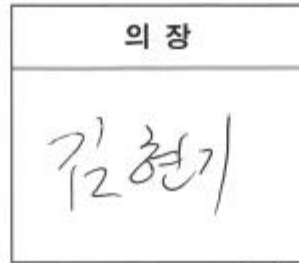
Officer in Charge Lee Junghyun Deputy Director Kim Sookhee Committee Advisor Oh Jeunggu

Ref. No. Housing and Space Committee- 840 (2024.3.27.)

address 15, Deoksugung-gil, Jung-gu, Seoul, Republic of Korea / <https://www.smc.seoul.kr/>

Phone Number 02-2180-7935 Fax Number 02-2180-8219 / lh815@seoul.go.kr /

☐ 푸트라자야 홀딩스/가무다랜드(현지사정으로 인한 일정변경)



219

2024년 주택공간위원회 공무국외활동 추진계획



2024. 5.

서울특별시의회
주택공간위원회

공무국외활동 일정 변경 및 방문 취소 사유서

기관 변경 및 방문 사유서		
계 획 서	2024년 주택공간위원회 공무국외출장 계획	
기존 일정	일정	방문기관 : PPAM(말레이시아 총리부 산하 주택 공급 부서) 방문일시 : '24. 5. 17.(금) 10:00
	담당	성 함 : Izwan Jamil 사 무 실 : +603 8880 5002 이 메 일 : bantuan.ppam@jpm.gov.my
변경 일정	일정	방문기관 : 푸트라자야 홀딩스/가무다랜드 방문일시 : '24. 5. 17.(금) 10:00/11:00
	담당	성 함 : Nur Isnita Ibrahim/Jer Venn, Ng 사 무 실 : +603 8888 6633/+603 5131 6257 이 메 일 : isnita.ibrahim@klcc.com.my/ jervenn.ng@gamudaland.com.my
변경 사유 또는 취소 사유	◆ PPAM 측에서 방문 전일 기관 내부 사정으로 면담 진행이 어렵다고 긴급 통보하여 푸트라자야 신행정 수도 건설을 총괄한 '푸트라자야 홀딩스'와 말레이시아 대표 부동산 개발업체인 '가무다 랜드' 방문 일정으로 대체	

2024년 5월 29일

서울특별시의회 의원 공무국외활동 대표자

성명 민 병 주

(인)

☐ URA 시티갤러리(완료)



SEOUL METROPOLITAN COUNCIL

Destination Urban Redevelopment Authority

Title Request for cooperation for our visit to your organization

1. Allow me to extend my sincere tribute to you for your ongoing efforts in urban planning challenges and the innovative solutions that tackle them.
2. The Housing and Space Committee within the Seoul Metropolitan Council, Republic of Korea, is planning a field visit to find out the current status of Singapore's landmark buildings, examples of waterfront development and space design, and recent changes in urban space. We would be grateful if you could consider accepting our delegation to visit Urban Redevelopment Authority.
3. Below are the details of our trip and the purpose of the visit.

○ Overview of the visit

Date and time	Place of visit	Visitors	Purpose of visit
21 May 2024 10a.m	Urban Redevelopment Authority (Singapore City Gallery)	A delegation of the Housing and Space Committee within the Seoul Metropolitan Council (19 people, including the chairperson Min Byungju)	A study on the current status of landmark buildings, development of waterfront area and space design, urban space change and recent trends in urban development

○ Details of Request : Meeting with a manager-level officer followed by a short briefing or guided tour to the Singapore City Gallery

Attachment: List of Delegation

Seoul Metropolitan Council Chairman



Officer in Charge Lee Junghyun Deputy Director Kim Sookhee Committee Advisor Oh Jeonggyun

Ref. No. Housing and Space Committee- 841 (2024.3.27.)

address 15, Deoksugung-gil, Jung-gu, Seoul, Republic of Korea / <https://www.smc.seoul.kr/>

Phone Number 02-2180-7935 Fax Number 02-2180-8219 / jhar815@seoul.go.kr /

가든스 바이더 베이(완료)



SEOUL METROPOLITAN COUNCIL

Recipient Gardens By The Bay

Subject Request for cooperation for our visit to your organization

1. Allow me to extend my sincere tribute to you for your ongoing efforts in promoting sustainable development.
2. The Housing and Space Committee within the Seoul Metropolitan Council, Republic of Korea, is planning a field visit to Singapore to benchmark urban revitalization using natural scenery. We would be grateful if you could consider accepting our delegation to visit Gardens By The Bay.
3. Below are the details of our trip and the purpose of the visit.

Overview of the visit

Date and time	Place of Visit	Visitors	Purpose of Visit
21 May 2024 2p.m	Gardens By The Bay	A delegation of the Housing and Space Committee within the Seoul Metropolitan Council (19 people, including the chairperson Min Byungju)	It uses green forests to urban revitalizing space to develop the local economy, tour best practices necessary for facility management, and compare characteristics.

Details of Request : Meeting with a manager-level officer followed by a short briefing or guided tour to the Garden

Attachment: List of Delegation

Seoul Metropolitan Council Chairman



Officer in Charge Lee Junghyun Deputy Director Kim Sookhee Committee Advisor Oh Jeunggun

Ref. No. Housing and Space Committee- 842 (2024.3.29.)

address 15, Deoksugung-gil, Jung-gu, Seoul, Republic of Korea / <https://www.smc.seoul.kr/>
02-2180-8219

Phone Number 02-2180-7935 Fax Number / ihar815@seoul.go.kr /

□ PUTRAJAYA HOLINGS(말레이시아)



ABOUT US...

PUTRAJAYA HOLDINGS SDN BHD (PJH)

- Incorporated on 19 October 1995 as a private entity specially created to undertake the development of PUTRAJAYA
- PJH is a concession holder, landowner and master developer of the Federal Government Administrative Capital of Putrajaya.

CORPORATE STRUCTURE

OUR BUSINESS

1. GOVERNMENT CONCESSION
2. GAS DISTRICT COOLING
3. PROPERTY DEVELOPMENT
4. PROPERTY INVESTMENT

MASTER DEVELOPER

DATE OF INCORPORATION: 19 OCTOBER 1995
PAID-UP CAPITAL: RM2.2 BILLION

In 1992, recommendation to relocate from Kuala Lumpur

The new federal administrative city for Malaysia should be:

- Well planned
- Aesthetically pleasing
- Environmentally friendly
- With wide open spaces and greenery
- Project the nation's pride and aspirations

A Garden City, Intelligent City

PUTRAJAYA – A WELL PLANNED CITY

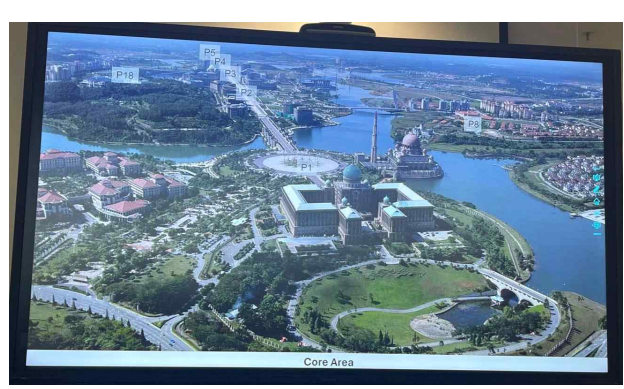
An integrated development combining Government, Commercial and Residential components

- 20 Precincts
- 37.4% Lands Dedicated for Parks, Lakes & Wetlands
- 400 Hectares of Man-made Lake
- 197 Hectares of Wetland Area
- 38KM of Waterfront Frontage

Putrajaya Land Use

Land Usage	(%)	Hectare	Acre
Government	4.5	221	546.1
Commercial	2.7	131	325.7
Mixed Use	1.5	74	182.9
Residential	14.3	704	1,739.6
Service Industry	0.2	9	22.2
Public Facility & Special Use	10.6	541	1,372.9
Utility & Infrastructure	7.9	390	963.7
Road	18.1	893	2,206.7
Green Area/Lake Area	39.9	1968	4,863.0
Total	100	4,931	12,220.8

Land Use – Government & Commercial land is mostly concentrated in core island area i.e. P2, P3, P4 & P5 whilst Residential land is scattered along peripheral of Putrajaya



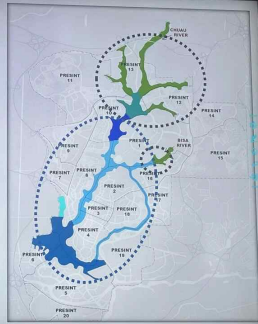
Wetland & Lake

WETLAND

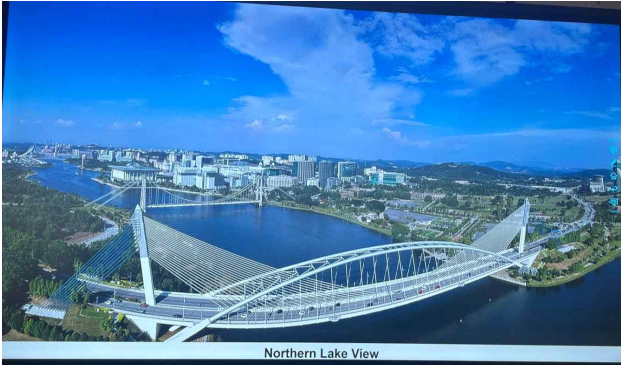
- Goal is to create a self-sustaining and balanced lake ecosystem
- Covers area of 170 hectares
- Believed to be world's largest fresh water man-made wetlands in the tropics
- Wetlands are expected to remove 40-90% of phosphorus, ammonia, nitrates and organic compounds

LAKE

- Covers 400 hectares surrounding Core Island
- 9 bridges are built linking Core Island to main lands
- A 280 labyrinth spillways helps to maintain a stable water level



Migration birds making a stop over at Putrajaya Lake during migration at wetland



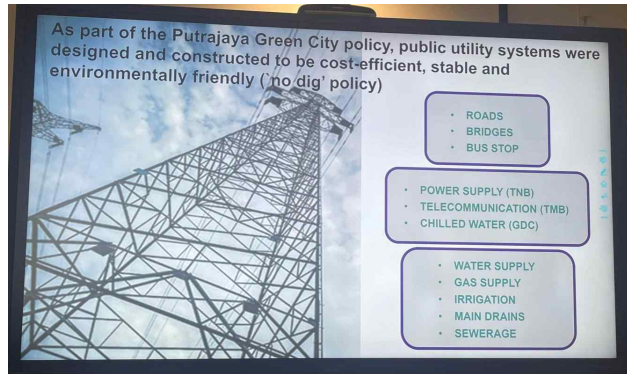
Northern Lake View



Southern Lake view



Putrajaya Park



As part of the Putrajaya Green City policy, public utility systems were designed and constructed to be cost-efficient, stable and environmentally friendly ('no dig' policy)

- ROADS
- BRIDGES
- BUS STOP

- POWER SUPPLY (TNB)
- TELECOMMUNICATION (TMB)
- CHILLED WATER (GDC)

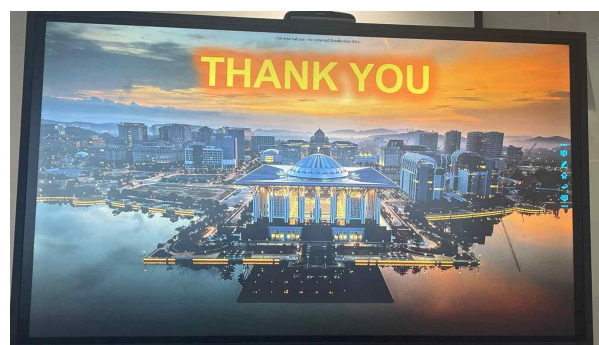
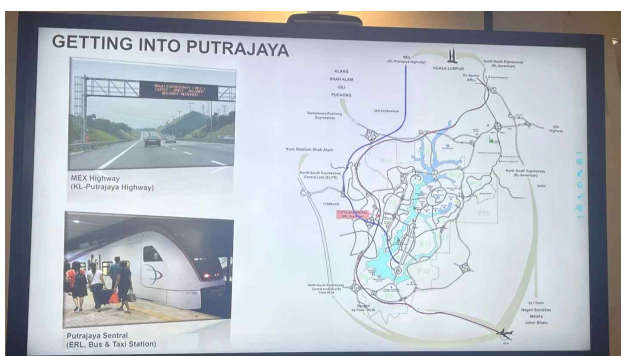
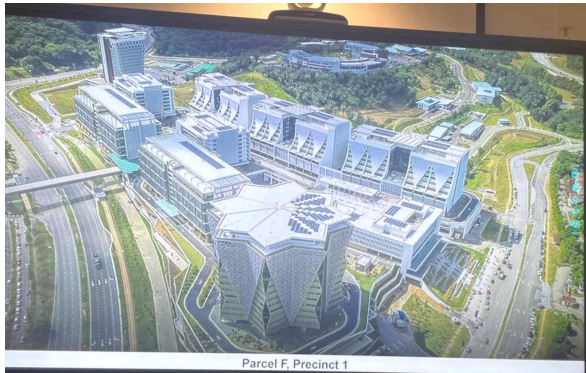
- WATER SUPPLY
- GAS SUPPLY
- IRRIGATION
- MAIN DRAINS
- SEWERAGE



Urban Infrastructure



Prime Minister's Office, Precinct 1



GAMUDA LAND(말레이시아)

Arter (Type A')

- Fully extended layout
- Cul-de-sac living
- Linear garden back lane
- Elderly & disabled-friendly features (Ground Floor)
- Flexible Layout Plan



Arora (Type A) Barro (Type B)

- Fully extended layout
- Cul-de-sac living
- Linear garden back lane
- Elderly & disabled-friendly features (Ground Floor)



Intermediate

20' x 65' | 1,999 sq.ft.

3 Bedrooms, 3 Bathrooms



Ground Floor



First Floor

Intermediate

20' x 65' | 1,999 sq.ft.

4 Bedrooms, 3 Bathrooms



Ground Floor



First Floor

Cella (Type C)

- Fully extended layout
- Ensuite bathrooms
- Cul-de-sac living
- Linear garden back lane
- Elderly & disabled-friendly features (Ground Floor)



Danna (Type D)

- Lakefront home
- Vent block design for lake view with privacy
- Multi-facade design
- Dedicated family area
- Ensuite bathroom
- Cul-de-sac living
- Linear garden back lane
- Elderly & disabled-friendly features (Ground floor)



Intermediate

22' x 65' | 2,207 sq.ft.

4 Bedrooms, 4 Bathrooms



Ground Floor



First Floor

Intermediate

24' x 70' | 2,657 sq.ft.

4 Bedrooms, 4 Bathrooms

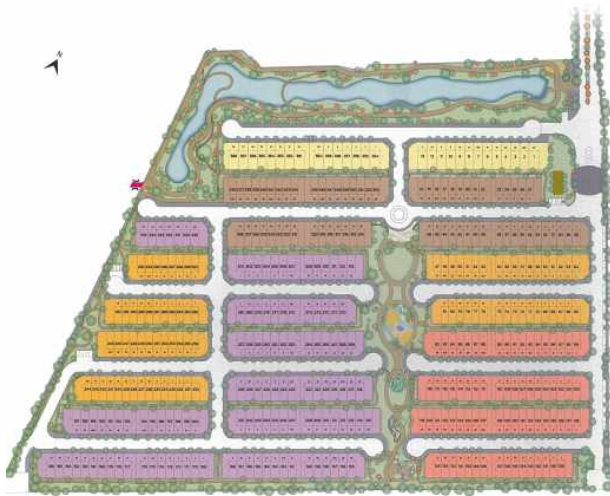


Ground Floor

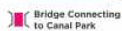


First Floor

masterplan



Legend



Unit Types

Arter (A') 3 Bedrooms 20' x 65' 1,999 - 2,056 sq.ft.	Arora (A) 4 Bedrooms 20' x 65' 1,999 - 2,056 sq.ft.	Barro (B) 4 Bedrooms 20' x 65' 1,999 - 2,056 sq.ft.
Cella (C) 4 Bedrooms 22' x 65' 2,207 - 2,264 sq.ft.	Danna (D) 4 Bedrooms 24' x 70'/26' x 70' 2,657 - 2,883 sq.ft.	

a vivid neighbourhood AT A SOUGHT-AFTER ADDRESS



ACCESSIBILITY

- twentyfive7 is conveniently accessible through five major highways:
- Shah Alam Expressway (KESAS)
 - North-South Expressway Central Link (ELITE)
 - South Klang Valley Expressway (SKVE)
 - Kemuning-Shah Alam Highway (LKSA)
 - West Coast Expressway (WCE) - Upcoming Highway

RADIUS	AMENITIES	RECREATION	EDUCATION
3KM	<ul style="list-style-type: none"> • Quayside Mall at twentyfive7 • Jaya Grocer at twentyfive7 • 99 Speedmart at twentyfive7 • TMG Mart at twentyfive7 	<ul style="list-style-type: none"> • MBO Cinemas at twentyfive7 • Central Park & Canal Park at twentyfive7 	<ul style="list-style-type: none"> • Malody Kindyland at twentyfive7 • Tenby International School • Oasis International School
5KM	<ul style="list-style-type: none"> • Columbia Asia Hospital • Celebrity Fitness • Gamuda Walk • AEON BIG • Hero Market 	<ul style="list-style-type: none"> • Kota Permai Golf & Country Club • Bukit Kemuning Golf & Country Resort 	<ul style="list-style-type: none"> • SJK (C) Chung Hua Kota Kemuning • SJK (C) Bukit Fraser • SMK Kota Kemuning • SK Bukit Kemuning 2 • Chinese Taipei School Kuala Lumpur
7KM	<ul style="list-style-type: none"> • RHB Bank • Hong Leong Bank • OCBC Al-Amin Bank • Affin Bank • CIMB Bank • Maybank • Putra Heights LRT Station • MAHSA University Specialist Hospital (Upcoming) 	<ul style="list-style-type: none"> • Kota Kemuning Lakeside Park 	<ul style="list-style-type: none"> • SK Kota Kemuning • SK Bukit Rimau • MAHSA University
10KM	<ul style="list-style-type: none"> • Sentosa Specialist Hospital 		

Sincere
Responsible
Original

Gamuda Land (Malaysia) Sdn Bhd
INCORPORATED IN MALAYSIA
100% GAMUDA GROUP OWNED
100% FREEHOLD LAND
100% FREEHOLD BUILDING



THE 2022
GOLDEN PIN AWARD
FOR BEST RESIDENTIAL PROJECT

THE 2022
GOLDEN PIN AWARD
FOR BEST RESIDENTIAL PROJECT

gamudaland.com.my
03 2787 7949

HIGHLY DESIRABLE LIFESTYLE FEATURES

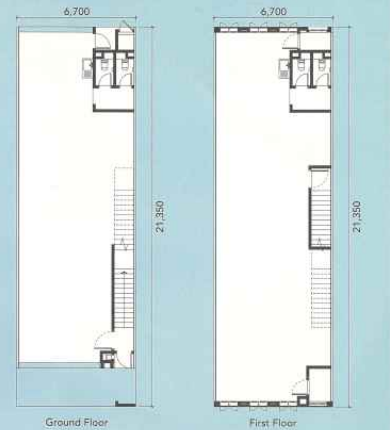


- Walking distance to Quayside Mall - the largest shopping mall in Kota Kemuning.
- Linear landscaped back lane.
- 15 acres of parkland with lakes, community gardens, playgrounds, jogging & cycling paths in twentyfive7.
- Free high-speed internet in every home*.
- Pet-friendly parks & common areas with pet-friendly facilities.
- Future-ready homes* complete with solar water heater, water filter, as well as smart home and security alarm systems.
- Wheelchair-accessible bath and bedroom on ground floor making it elderly and disabled-friendly.
- Peace of mind with 24-hour multi-tiered security.

*Terms & conditions apply.
* Applicable to selected units.

DRAFT FLOOR PLANS

Type A1
22' x 70'
3,080 sq. ft.



SITE PLAN



Sincere
Responsible
Original

Gamuda Land (Malaysia) Sdn Bhd
INCORPORATED IN MALAYSIA
100% GAMUDA GROUP OWNED
100% FREEHOLD LAND
100% FREEHOLD BUILDING



THE 2022
GOLDEN PIN AWARD
FOR BEST RESIDENTIAL PROJECT

THE 2022
GOLDEN PIN AWARD
FOR BEST RESIDENTIAL PROJECT

gamudaland.com.my
03 2787 7949

twentyfive7
KOTA KEMUNING

LUXURA

DESIGNER COURTYARD & LINK VILLAS

ASTRID | BEATRICE | CLAIRE | DIANE

HIGHLY DESIRABLE LIFESTYLE FEATURES



Walking distance to Quayside Mall - the largest shopping mall in Kota Kemuning.



15 acres of parkland with lakes, community gardens, playgrounds, jogging & cycling paths in twentyfive7.



Pet-friendly parks & common areas with pet-friendly facilities.



Designer homes with your very own courtyard*.



Peace of mind with 24-hour multi-tiered security.



Linear landscaped back lane.



Free high-speed internet in every home*.



Future-ready homes* complete with solar water heater, water filter, as well as smart home and security alarm systems.



Wheelchair-accessible bath and bedroom on ground floor making it elderly and disabled-friendly.

* Terms & conditions apply.
* Applicable to selected units.

CLAIRE (TYPE C)

2-Storey Superlink Homes
4 Bedrooms, 4 Bathrooms

Cul-De-Sac Living
Linear Garden Back Lane
Elderly & Disabled-Friendly Features
(Ground Floor)



DIANE (TYPE D)

2-Storey Superlink Homes
4 Bedrooms, 4 Bathrooms

Cul-De-Sac Living
Linear Garden Back Lane
Elderly & Disabled-Friendly Features
(Ground Floor)



Intermediate | Lot Size: 28' x 70'
Built-Up Area: 2,885 sq.ft.



Ground Floor



First Floor

Intermediate | Lot Size: 26' x 70'
Built-Up Area: 2,713 sq.ft.



Ground Floor



First Floor

Expansive views, ample natural lighting and constant ventilation are found throughout. The courtyard, fully openable at the living area, is another crown feature giving you a new sense of freedom.

[illegible]

■ **ASTRID**
(Type A)
32" x 75"

■ **BEATRICE**
(Type B)
32" x 70"

■ **CLAIRE**
(Type C)
28" x 70"

■ **DIANE**
(Type D)
26" x 70"

twentyfive7 is vitalised by various lifestyle conveniences and amenities. It is the new leisure, recreational and highly desired residential address of Kota Kemuning.



twentyfive7 is conveniently accessible through five major highways:

- Shah Alam Expressway (KESAS)
- North-South Expressway Central Link (ELITE)
- South Klang Valley Expressway (SKVE)
- Kemuning-Shah Alam Highway (LKSA)
- West Coast Expressway (WCE) - Upcoming Highway

RADIUS	AMENITIES	RECREATION	EDUCATION
3 KM	<ul style="list-style-type: none"> • Queenside Mall at twentyfive? • Queenside at twentyfive? • Jaya Grocer at twentyfive? • 99 Speedmart at twentyfive? 	<ul style="list-style-type: none"> • MBO Cinemas at twentyfive? • Visu Shah Alam Equestrian and Endurance 	<ul style="list-style-type: none"> • Melody Kindyland at twentyfive? • Tenly International School • Ours International School • MAHSA University
5 KM	<ul style="list-style-type: none"> • Columbia Asia Hospital • Celebrity Fitness • Gamuda WIG • AEON Big • Hero Market 	<ul style="list-style-type: none"> • Kota Bernai Golf & Country Club • Bukit Kemuning Golf & Country Resort 	<ul style="list-style-type: none"> • SJK (C) Chung Hua Kota Kemuning • SJK (C) Bukit Fraser • SMK Kota Kemuning • SMK Bukit Kemuning 2 • Chinese Taipei School Kuala Lumpur
7 KM	<ul style="list-style-type: none"> • RHB Bank • Hong Leong Bank • OCBC Al-Anwar Bank • Affin Bank • CIMB Bank • Maybank • Putra Heights LRT Station 	<ul style="list-style-type: none"> • Kota Kemuning Lakeside Park 	<ul style="list-style-type: none"> • SK Kota Kemuning • SK Bukit Rimau
10 KM	<ul style="list-style-type: none"> • Sentosa Specialist Hospital 		

GAMUDA LAND

*Sincere[™]
Responsible
Original*

Gamuda Land (Kamuning) Sdn Bhd
(2009-00048) (30-05-02)
Kenyirivast Experience Gallery
Lot 43495, Persiaran Cendek,
40100 Teik Pingting, Garing,
Selangor Darul Ehsan, Malaysia



gamudaland.com.my
012 257 2527

[illegible]

□ AGUNG SEDAYU GROUP(인도네시아)



NICE
NUSANTARA INTERNATIONAL CONVENTION EXHIBITION

PT Industri Pameran Nusantara

PT Industri Pameran Nusantara (IPN) represents an extraordinary venture, a dynamic collaboration between **Agung Sedayu Group** and **Salim Group**. Alongside the grand mission to cultivate world-class event spaces that transcend industry boundaries, setting a new standard for immersive experiences. Mastering the art of venue management and event services, IPN seamlessly merges both to craft unparalleled moments across a spectrum of events.

At the heart of these ambitious endeavors is the **Nusantara International Convention Exhibition (NICE)**, its flagship development. **NICE** serves as the bustling hub where internationally renowned events converge, drawing a diverse audience from the Greater Jakarta Area and the emerging **Pantai Indah Kapuk 2 (PIK2)** township. It's a destination designed for the future, where possibilities are boundless and innovation knows no limits.

Enter **Spike Activation**, the visionary creative partner, igniting endless opportunities through strategic collaborations. Together, they curate a tapestry of innovative activities, each a brushstroke in the masterpiece of enjoyment.

With holistic and comprehensive approach to nurturing the blossoming creative industry. This strategic partnership ensures that enjoyable experiences evolve continually, fostering growth and vitality across the entire landscape. **PT Industri Pameran Nusantara (IPN)** is here to redefine the boundaries of the possibilities to create a legacy of memorable moments for generations to come.

Owned and Managed by
PT INDUSTRI PAMERAN NUSANTARA

A Joint Venture Company of
Agung Sedayu Group **SALIM GROUP**



PIK 2 - The New Jakarta City

Map labels include:

- PIK2 Phase 2 Development
- PIK2 Phase 1 Development
- NICE
- COMMUNITY PARK PIK2
- Aloha
- Soekarno-Hatta International Airport
- Toll Road Interchange 3
- Marina & Jetty
- Eco Park
- CRD
- Pantai Paste Path
- Pantai Paste Path Residences
- Bukan Marina Bay
- Green Belt
- Toll Road Interchange 2
- Asian Town
- Toll Road Interchange 1
- Cherry Island
- Golf Island

A Joint Venture Company of
Agung Sedayu Group **SALIM GROUP**



8 WONDERS OF NICE

WONDER #1 - PRIME LOCATION

NICE is strategically nestled in the heart of the Greater Jakarta Area, making it easily accessible for both local and international attendees. Our prime location is just minutes away from the airport, ensuring a seamless journey for your guests.



WONDER #2 - BEST ACCESSIBILITY

At NICE, accessibility is key. Situated at a geographically optimal location, our venue boasts connectivity through major transportation routes, making it hassle-free for your attendees to reach us from various directions.



WONDER #3 - EFFICIENT FLEXIBILITY

Efficiency is our commitment. NICE is dedicated to ensuring the smooth organization of your event. Our flexible approach accommodates diverse event requirements, providing you with the freedom to bring your vision to life.



WONDER #4 - BREATHTAKING VIEW

Immerse yourself in the captivating views and scenic surroundings that NICE offers. Our venue's breathtaking vistas enhance the overall event experience, creating unforgettable moments for your attendees.



WONDER #5 - SOPHISTICATED FACILITIES

Experience sophistication at its finest with NICE's state-of-the-art technological amenities and modern facilities. Our venue is designed to seamlessly scale your event to perfection.



WONDER #6 - UNRIVALED VISIBILITY

NICE prioritizes optimal visibility for exhibition and displays. Your event will shine with the best visibility, ensuring your message reaches your audience loud and clear.



WONDER #7 - VIBRANT ENVIRONMENT

NICE is nestled in a developing area with the potential to become a self-sustained city. Explore the thriving surroundings that add to the allure of hosting your event with us.



WONDER #8 - EXCLUSIVE EXPERIENCES

Elevate your event to the extraordinary with NICE. Our venue is designed to provide an exclusive ambiance, guaranteeing your visitors the best event experience imaginable.



Discover Excellence at NICE

Unleash the potential of your event with NICE. Our 8 Wonders of Nusantara converge to create an unbeatable event experience. Join us and be part of something extraordinary.

Your journey towards excellence begins at NICE.





Saleable Area Breakdown VENUE MAP



Area Size

- Pre Function : 18,320 m²
- Halls : 53,840 m²
- Convention : 3,600 m²
- Main Atrium : 11,000 m²
- Meeting Rooms : 2,009 m²

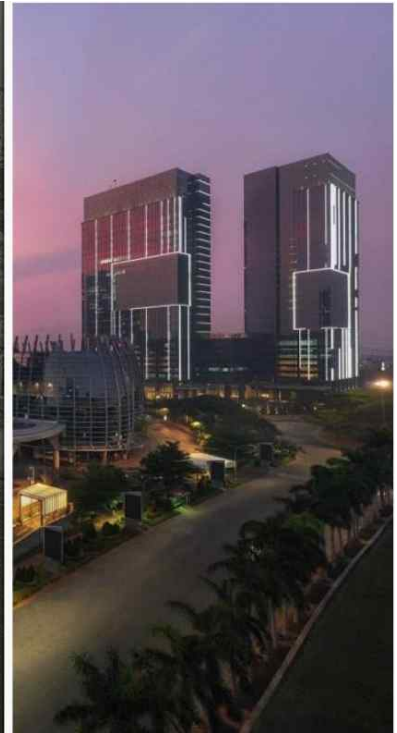
***Total Saleable Area Size:**
87,383 m²





Agung Sedayu Group

The Company, The Milestones,
The Projects, The Partnerships,
and The Other Business



Milestones

Since its founding in 1971, Agung Sedayu Group has pioneered and developed its reputation with a roster of accomplishments. When the 90's economic crisis was in full swing, Agung Sedayu Group proved its resilience by actively involving itself in the reconstruction of Indonesia's economy. The company has played a significant role to increase the overall value of property in Jakarta and improve the quality of life in Jakarta.

1971
Agung Sedayu
Group was
founded.

1998

A severe economic
crisis hit Indonesia.
The company proved
its resilience and
became even more
successful.

1991-1996

Residential
■ Taman Palem Residence
Commercial
■ Harco Mangga Dua
■ Duta Merlin

2002



Pantai Indah Kapuk (PIK)

PIK is a thriving waterfront seaside township which spans over 800 hectares in the Northern part of Jakarta. The township is strategically located close to the International Airport and major destinations in Jakarta.

2003-2007



Kelapa Gading Square & Mall of Indonesia

A 17-hectares superblock located at the gateway of Kelapa Gading district. It features 5000 residential units, shophouses, a hotel, and the Mall of Indonesia.

2008-2011



Green Lake City

Covering an expansive area of 150 hectares, the Green Lake City is a mega project located in West Jakarta, with a total investment valued at USD 292 millions.

Superblock/Township
■ Kelapa Gading Square & Mall of Indonesia (MOI)

Residential
■ City Resort Residence
■ Senayan Residence
■ Grand Clubur Country

Commercial
■ Mall Taman Palem
■ Darmawangsa Square

Superblock/Township
■ Residence 8 & Office-8 at Lot 28 SCBD
■ Green Lake City

Residential
■ Ancol Mansion
■ Green Mansion
■ Golf Lake Residence
■ Puri Mansion

■ Senayan Golf Residence
■ The Mansion at Kemang
■ River Valley Residence
■ Residence 1 at Serpong Boulevard
■ Grand Galaxy City

Commercial
■ Green Sedayu BizPark
■ Grand Galaxy Park



Agung Sedayu Group

Milestones

2012-2015



District 8

Situated in the most coveted address of Sudirman Central Business District (SCBD), District 8 is a superblock of 10 skyscrapers spanning over 7 hectares.

Superblock/Township

- District 8

Residential

- The Mansion at Dukuh Golf Kemayoran
- Gold Coast Apartment
- Green Puri
- Puri Mansion Apartment
- Taman Anggrek Residence
- Menteng Park

Commercial

- Hotel All Sedayu Kelapa Gading
- Pesona Alam Resort & Spa
- Hotel The 101 Jakarta Sedayu Darmawangsa
- Harmonie Exchange
- Hotel Harris Vertu Harmoni & Hotel Yello Harmoni
- PIK Avenue Mall, Hotel Mercure PIK & Hotel Swissotel PIK
- Sedayu Square
- Sedayu Business Park

2016-2024 (Ongoing Projects)



PIK2 (Sedayu Indo City)

Superblock/Township
With a total investment estimated at USD 2.9 billions, the mega-development will measure 6000 hectares when completed. PIK 2 will become a magnet that draws in more lucrative opportunities and investments in various property developments.

Kawasan Pantai Kita & Pantai Maju

Superblock/Township
Kawasan Pantai Kita & Pantai Maju is a reclamation island in the North Coast of Jakarta that spans over 414 hectares.

Menara Jakarta

Superblock/Township
The 4-hectares mixed-use development is located in Kemayoran, North Jakarta and consists of 7 towers that integrate 4,000 residential units, office spaces, mall, and hotel.

Green Sedayu Taman Palem

Superblock/Township
Spanning over 2 hectares, it is a mixed-use development in West Jakarta. It has two high-rise residential towers integrated with a lifestyle mall and Hotel Hilton Garden Inn Jakarta Taman Palem.

Sedayu City at Kelapa Gading

Superblock/Township
Sedayu City is an 85-hectares modern superblock that stands on the last piece of land of Kelapa Gading's commercial district, boasting a total investment value of USD 833 millions.

Fatmawati City Center

Superblock/Township
The 22-hectares superblock in South Jakarta consisting of 8,200 residential units, office spaces, outdoor concept mall and hotel.

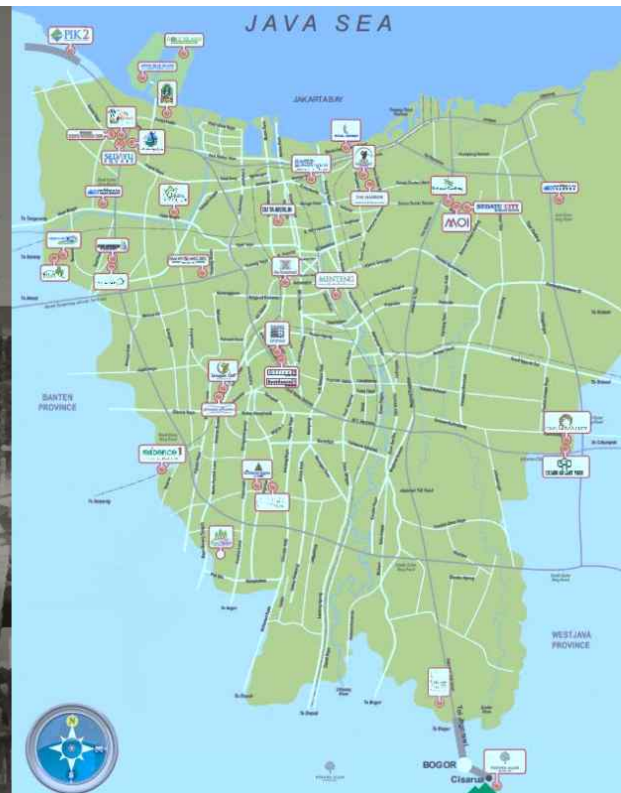
- The Langham Hotel Jakarta
- Gold Coast Office
- Oakwood Jakarta PIK at Gold Coast Apt.
- Harris Suites Puri Kembangan
- Tourism Complex at Pesona Alam Sedayu
- Pantjoran PIK
- Urban Farm PIK
- Tokyo Riverside Apartment

- Batavia PIK
- By the Sea PIK
- Central Market PIK
- Orange Groves Retail & Hotel
- La Riviera
- Event Space
- Aloha PIK
- Land's End



Projects Location

- > 10,000 Ha of Land Developments
- > 150,000 units of Landed Houses
- > 40,000 units of High-rise Residentials
- > 200,000 m² of operational Retails
- > 3,000 rooms of operational Hotels



Projects

PIK2

DEVELOPED BY

**AGUNG SEDAYU GROUP
& SALIM GROUP**

SIZE OF DEVELOPMENT

±7,000 HA

LOCATION

**Along the Coastal of
NORTH JAKARTA**

ACCESS

DIRECT TOLL ROAD ACCESS

7 minutes to international airport
(Soekarno – Hatta)

30 minutes to Central Jakarta
(Inner and Outer Ring Roads connected
to Greater Jakarta)



Developed by:



LANDED HOUSING
±100,000 UNITS

HIGH RISE RESIDENTIAL
±25,000 UNITS

SHOPHOUSES
±11,000 UNITS

HOTEL & RESORTS
>1,000 ROOMKEYS

CENTRAL BUSINESS DISTRICT
±120 HA

WHITE SAND BEACH
±14 KM

GREENBELT
±60 HA

CONVENTION & EXHIBITION
±300,000 m²

RESIDENTS
±600,000

VISITORS
>150.000 visits/day



PIK2
Ongoing Development
7,000 HA

Luxury – Middle Upper – Middle Class
Housing
High Rise Residential
Central Business District
Convention & Exhibition
Retail & Entertainment
Marina
Education Hub
Supporting Facilities

RIVERWALK ISLAND
Ongoing Development
300 HA

High End Housing
Retail & Entertainment

GOLF ISLAND
Developed
300 HA

High End Housing
Retail & Entertainment

Developed by:



Projects PIK2



- Landed housing**
- High rise residential**
 - Tokyo Riverside Apartment
 - Osaka Apartment & Hotel
- Education Facilities**
 - Prasetya Mulya University
 - UPH
 - Hope Academy
 - St. John Berchman's School
- Health & Wellness Facilities**
 - RS. Hermina
 - Jewel Hospital
 - Clinic Tzu Chi
 - Spa
- Religious Facilities**
 - Gereja Kemah Tabernakel
 - GRIL, Lady Akita Church
 - Si Mian Fo, Cin Te Yen
- Sport Facilities**
 - Galaxy Sport Center
 - Atlas Polo Arena
 - Verde Sports Hub
- Public Spaces**
 - +/- 14 Km White Sand Beach PIK2
 - +/- 60 Ha Greenbelt PIK2
 - Eco Park
- Other Facilities**
 - Shell
- Offices**
 - ±120 Ha Central Business District
 - Menara Syariah
 - Ginza Beachwalk Commercial Street
 - Bankings
- Hotels & Resorts**
- Mangrove Area**
- Supermarket & Minimarket**
 - Superhiro (Supermarket)
 - Indomaret (6)
 - Tokyo Market
 - Farmers Market
- Retail areas**
 - Tokyo Hub
 - Orange Groves
 - Indonesia Design District
 - Erajaya Digital Complex
 - Entertainment District
 - DNC District
 - Living Plaza
 - Thamrin Park Avenue
 - Jewel Garden
- Automotif Areas**
 - Distrik Otomotif PIK2
 - Ivan's Motor
 - Eurokars
- F&B Areas**
 - Land's End
 - Aloha White Sand Beach PIK2
 - La Riviera
 - North Point (Starbucks, McD, Subway)
 - Bumi Aki
- Beach Clubs**
 - Moon Club
 - Dreamville Beach Club
 - Cork & Screw Beach Club
 - H Club
 - W Club
- Other Entertainment**
 - Faunaland Mini Zoo
- Event Spaces & Exhibitions**
 - Community Park
 - Mata Elang Stadium
 - Nusantara International Convention Exhibition
- Warehouse**
 - Bizpark PIK2

Projects PIK2 Tenants Ecosystem

FINANCE & BANKING



OTHER COMPANIES



FACILITIES



RETAIL & ENTERTAINMENT



Developed by:
Agung Sedayu Group SALIM GROUP

and many more...

Projects PIK2

Infrastructures



POLDER SYSTEM 2

PIK2 uses a polder system to ensure the township has proper irrigation and remains without floods for generations to come.



MANGROVE CONSERVATORY 1

The Mangrove Conservatory is essential to help the township stabilize the coastline and prevent erosion from the waters. It can be functioned as a recreational area for urban communities.



WHITE SAND BEACH 3

Stretching 4km on the seafront of PIK2, the White Sand Beach will become a major commercial and residential area with various lifestyle concepts. It is set to present a new skyline of the Greater Jakarta.



60-HA GREENBELT 4

The Greenbelt has a pedestrian bridge, a 10-km jogging track, a bicycle lane, and various open recreational areas.



Developed by:

Agung Sedayu Group



SALIM GROUP

Projects PIK2

Infrastructures



The investment of
Katara Toll Road > IDR 23.2 Trillion

± 38.6 Kms



Developed by:

Agung Sedayu Group



SALIM GROUP

THE BRIDGE FROM PIK1 1



750 meters bridge connects the PIK1, the Islands to PIK2

THE TOLL ROAD 2



The toll road will connect the PIK2 Development from the airport to the Rajeg area with 7 interchanges and 2 junctions

WATER TREATMENT PLANT 3



The Water Treatment Plant (WTP) supplies the clean water for the PIK2 Development

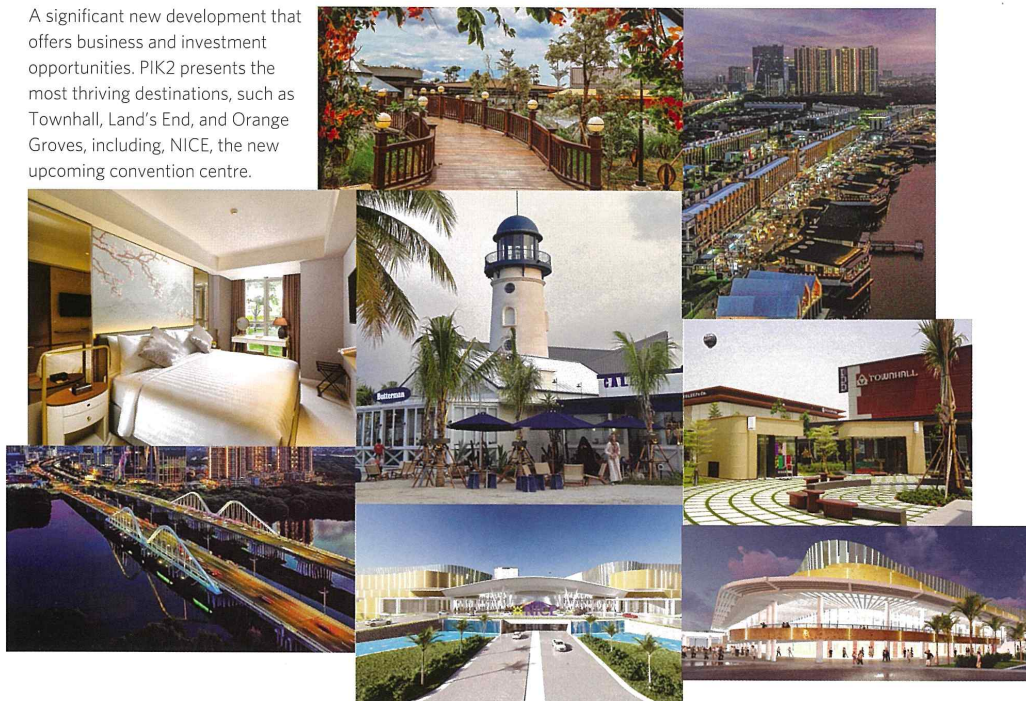
Features

VOL. XX NO. 102 / 2024

Agung Sedayu Group Pantai Indah Kapuk (PIK) 2 Development

134-153

A significant new development that offers business and investment opportunities. PIK2 presents the most thriving destinations, such as Townhall, Land's End, and Orange Groves, including, NICE, the new upcoming convention centre.



The Botanica Sanctuary

The Botanica Sanctuary Hotel in Bogor offers a peaceful haven that combines 166 rooms with beauty and relaxation.



148

Vertu Harmoni Jakarta

The sophisticated Vertu Harmoni is conveniently located in Central Jakarta making the most coveted choice for discerning travellers.

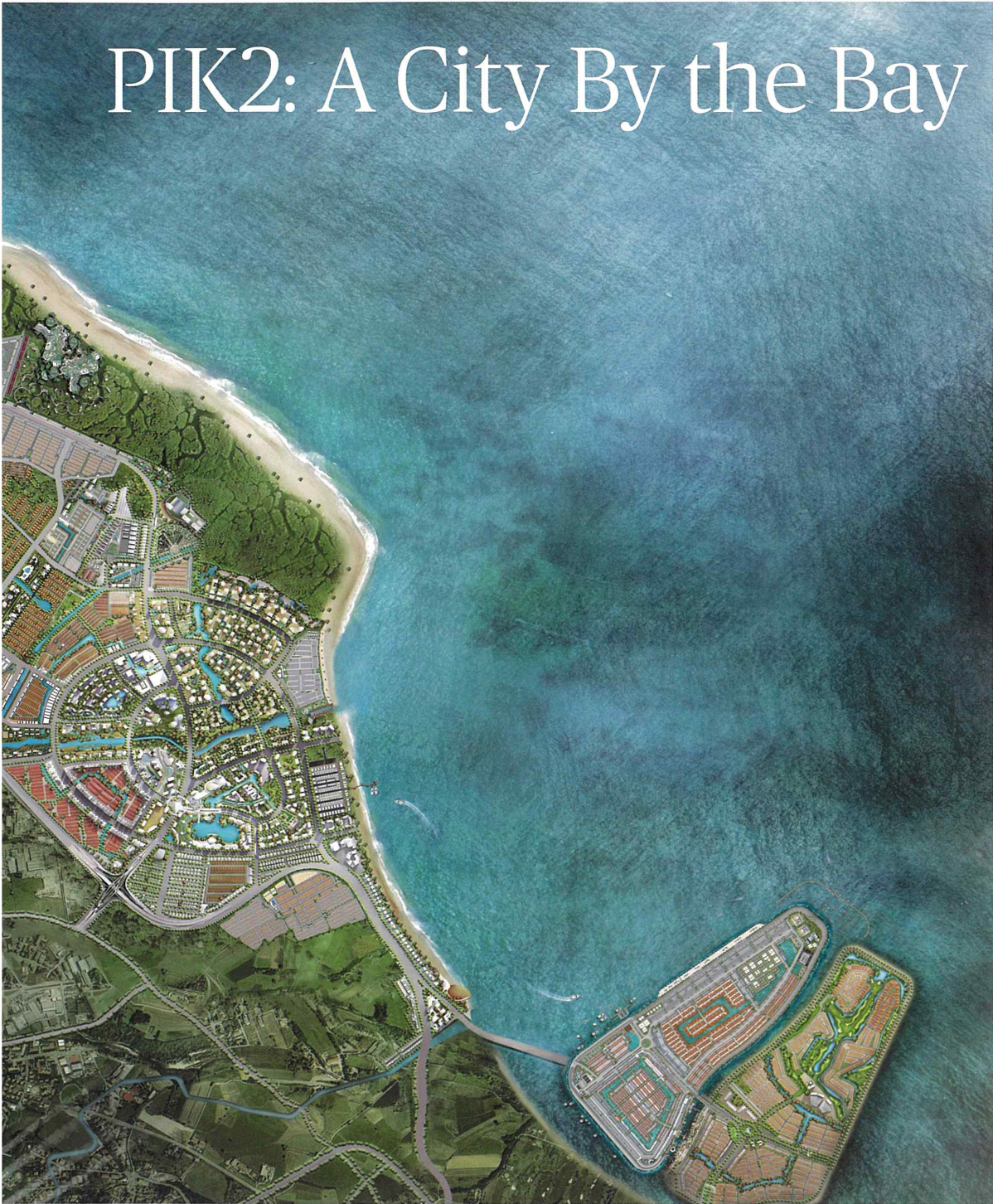


110

ayu Group PIK 2 Development



PIK2: A City By the Bay



Sedayu Group PIK 2 Development

*he various needs of Jakarta's
an population, Agung Sedayu
Salim Group present PIK2, a
coastal township dubbed "The
1 City."*

th Emeraldalda **PHOTOS BY PIK2**

ndah Kapuk (PIK) stretch from the
ern coast of Jakarta to the Java Sea
n the Tangerang Regency of Banten
ce. This extensive area is a collaborative
Agung Sedayu Group (ASG) and
hich started in 2002 with an initial
area of 800 hectares. ASG boasts over
of success since its establishment in
estate development at its core. Their
mpasses a variety of projects, ranging
to mixed-use development, residence,
operty, hotel, and industrial estate.

l on unwavering commitment to core
and innovation as principles that
ch project and long-term relationships
ind clients. Building upon their success,
Group reunited in 2009, culminating
ment of the next phase of PIK from 2013
has been open to the public in 2019 as

nnings and development stages of the
as the developer, extensively consulted
ed with various professionals including
ntractors, engineers, architects, and
respective fields. This collaborative
create a comfortable, sustainable,
ent city for the future. Among the
re AECOM, Belt Collins, DDG from the
ects from Singapore, HOK, Meinhardt,
SOM, Townland, Witteveen Bos from
ls, Grain & Green, Urban+, Megatika,
tac, just to name a few.

ent of the PIK2 area takes several
ncing with two reclamation islands
h Jakarta, extending to the PIK2 area
The two islands are Pulau D or Pantai
s Golf Island, covering an area of 303
Pulau C or Pantai Kita, later known as
id, spanning 297 hectares.



Golf Island earns its name because one-third of the island is a golf course called Sedayu Indo Golf. Meanwhile, Riverwalk Island is characterised by a canal facilitating easy access between the two islands. The construction of Golf Island is complete, whereas Riverwalk Island sees 100 hectares developed, with the remainder still under construction. Currently, both islands feature eight integrated commercial-retail destinations accessible on foot, curated by Amantara, a subsidiary of ASG specialising in lifestyle destinations, malls, and hotels, aimed at enhancing quality of life.

The eight integrated commercial-retail destinations are Batavia PIK, Urban Farm PIK, Cove at PIK, Pantjoran PIK, Central Market PIK, By The Sea PIK, Pusat Sepeda, and Jet Ski Marina.

Upon crossing the bridges into the PIK2 area in Tangerang, visitors encounter a development area divided into several phases. The first phase



covers approximately 1,000 hectares dedicated to the CBD PIK2 area, followed by the second phase with 2,650 hectares focusing on Millennial homes. Recently opened to the public, the third phase spans 3,350 hectares, with further developments in the pipeline.

The CBD PIK2 area boasts various lifestyle destinations featuring thematic commercial and retail spaces, including Land's End, Aloha PIK, and La Riviera PIK2. In addition, community-centric destinations such as Orange Groves, Greenbelt PIK2, and Indonesia Design District (IDD) PIK2 enhance the charm of the area.

Addressing the need for event and community space, the six-hectare Community Park PIK2 can be used for large-scale gathering accommodating up to 40,000 people, featuring international events like Heads in The Clouds (HITC), Sound of Unity, United in Worship, and Hermes Kite Festival. Throughout the planning and development process, several destinations in PIK2 collaborated with renowned architects and designers, such as DP Architects in partnership with Seniman Ruang and Alvin T as local partners for the masterplan of IDD PIK2, and A+A Architects for Orange Groves.

Business and office facilities are also available in the CBD PIK2 area, such as the 30-storey twin Syaria Towers, which is a collaboration between Indonesian and Malaysian investors, and is designed by DP Architects. The Nusantara International Convention &

Exhibition (NICE PIK2) spans 40 hectares, featuring 11 exhibition halls, star-rated hotels, and commercial-retail areas designed by PTI Architects. Along the coast of White Sand Beach PIK2, Ginza Beachwalk stands as an award-winning premium SOHO combining retail and condominium in one building.

To date, the CBD PIK2 area boasts 5,000 terraced houses, 1,000 shophouses, 100 SOHO units, and 18,000 apartments in Tokyo Riverside Apartment and Osaka Riverview Apartment. With various supporting facilities, the occupancy rate at residential areas in PIK2 currently reaches 60 percent. These public facilities include supermarkets, modern wet markets, food courts, hospitals, schools, public transportation, religious facilities, star-rated hotels, vehicle showrooms, restaurants, and more.

In the planning and development of the PIK2 area, infrastructure development is a key consideration for ASG, including wide roads, toll access, water treatment plants (WTP), embankments, dams, reservoirs, landscaping, and others. Direct toll access within the city and to Soekarno-Hatta Airport is currently available in PIK1. Public transportation options traversing PIK2 include DAMRI Bus, JR Connexion TREX Bus, Shuttle Bus, and Trans Jakarta bus to Golf Island PIK. Soon, access to and from the township will be further facilitated with the construction of the Toll Interchange PIK2, connecting directly to the JORR Outer Ring Toll Road and Soekarno Hatta International Airport, with travel time reduced to just seven minutes. ¹⁰



Indonesia's Future MICE Destination



📱 @nice_indonesia.id | 🌐 nice-nusantaraconvex.com | ☎ 0851 8680 6423

Owned and Managed by

PT INDUSTRI PAMERAN NUSANTARA

A Joint Venture Company of

Agung Sedayu Group  **SALIM GROUP**

The Next Icon of PIK2

STORY BY Vira Tanka PHOTOS BY Bagus Tri Laksono & Agung Sedayu Group

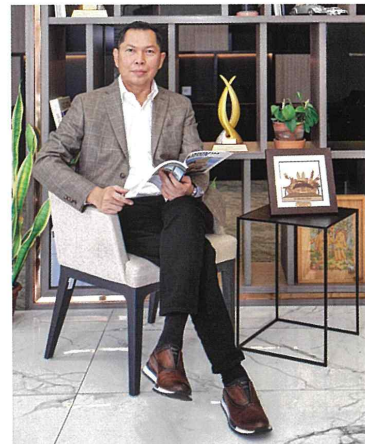


Impressive establishments continue to emerge in PIK. Next year, it will unveil the Nusantara International Convention Exhibition (NICE), the largest 'convex' in the country, spanning 40 hectares of land. This township, which has already become a tourist destination, is set to become a leading international MICE destination.

Having a strategic facility like NICE is pivotal for the growth of a township. It is expected to attract more visitors, both nationally and internationally, by offering excellent event facilities, ranging from exhibitions to concerts.

NICE will house eight exhibition halls of 5,200 sqm each, three exhibition halls of 4,250 sqm each, a pre-function hall, and a main atrium spanning 18,000 sqm, along with a 3.5-hectare outdoor area. It will be complemented by numerous other developments, including direct toll access to Soekarno Hatta International Airport and eight already operated hotels in PIK alone. In addition to NICE, the existing Community Park and the soon-to-be-built Garden Hall will further establish PIK as a MICE destination.

A project as monumental as NICE demands a design with a wow factor. PTI Architects has crafted its design based on a brief from Ryan Adrian, the managing director of PT Industri Pameran Nusantara, a joint venture company of Agung Sedayu Group and Salim Group. Adrian explains, "The exterior design is crucial because facilities like this can become icons for a city or country, similar to Singapore's Esplanade and Sydney Opera House. However, the interior layout is even more important. Instead of a linear arrangement, some of the halls face each other, creating a more



compact layout. The building is oriented towards the indoors, with windows facing inward and openings overlooking a river, lending it a natural ambiance." Currently in the construction phase, NICE is set to commence operations in September 2025, with 17 anchor events already lined up to be held there! 10

Agung Sedayu Group **LAND'S END**

A Chic and Hip Beachside Spot

STORY BY Iman Hidajat PHOTOS BY Amantara



Welcome to Land's End, one of the latest additions to the PIK2 development. Here, a stretch of white sandy bay, gentle north wind breezes, and rows of coconut trees await to greet visitors to this beautiful and exciting beach strip.

A visit to Land's End will transport anyone out of Jakarta, making them feel as though they're on a beach holiday in Bali or even along the coast of Malibu Bay. Now, there's no need to leave town, let alone travel abroad. "Jakarta residents and those in the surrounding areas can seek out fresh air and enjoy the beach atmosphere with sea views that rival other beach tourist destinations", said Natalia Kusomo, CEO of Commercials and Hotels, Agung Sedayu Group (Amantara).

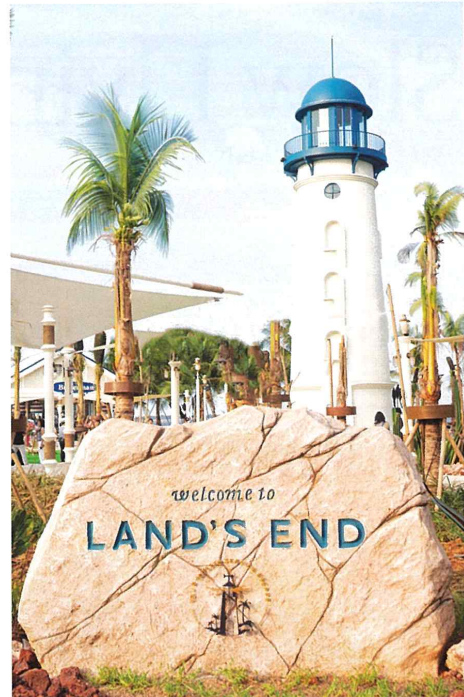


Spanning 4.5 hectares, Land's End boasts a rustic coastal design concept, offering a range of facilities, entertainment options, and a curated series of F&B concepts and retail outlets by Amantara, a subsidiary of the Agung Sedayu Group. Relaxing moments are made even more enjoyable with various cabanas, bean bags, and outdoor sports areas, including volleyball courts and beach trampolines.

A row of restaurants awaits with a variety of delicious dishes. From Pier No. 12 and Buttermen to Starbucks Reserve, Sky Dance, and Lucy By The Beach, not to mention Noesaka. Besides having plenty of dining options to explore at this destination, there are retail shops complement the roster of tenants at Land's End, thus allowing visitors to browse summer fashion collections from various local brands.

Sawitri Setiawan, COO of the Retail & Commercial Division of Amantara, explained, "Land's End is situated along the 4-kilometre-long Pasir Putih PIK2 Beach, where Kimpton Hotels & Resorts, beach clubs, Ginza Beach Walk, Aloha PIK, and Community Park PIK2 will also be developed alongside existing. Residents, visitors, as well as local and international communities can enjoy a variety of beachside destinations and entertainment offerings that are unique and distinct from other destinations."

Visitors looking to spend more time at Land's End or other tourist destinations in the area can stay overnight at the nearby hotels within the PIK area. Public busses are available as transport options, and the upcoming PIK2 Toll interchange will increase accessibility to and from the PIK2 area in only seven minutes of travel time.¹⁰



Agung Sedayu Group PIK2 Development **ORANGE GROVES**

Slow Living by the River

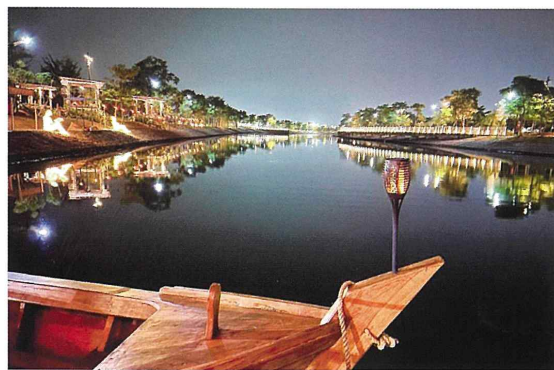
STORY BY Vira Tanka PHOTOS BY Amantara



Nestled within the scenic landscape of PIK2 lies a new destination unveiled earlier this year, offering a unique retreat inspired by the serene orange groves of Sicily, Italy. This idyllic haven is inviting all to embrace a leisurely holiday experience amidst the verdant embrace of Tahang River.

As you step into Orange Groves through its main lobby, a tranquil oasis unfolds before you, marked by a fountain pool ensconced within lush greenery. Modern rustic buildings house a variety of dining venues and shops, boasting both indoor and outdoor seating amidst verdant trees. Beyond culinary delights, the complex offers an array of facilities, including a children's playground, sports centre, art workshop, supermarket, and even a pet shop. Gazebos dot the landscape, providing intimate spaces for culinary indulgence or simply unwinding amidst the picturesque ambiance.

"Located by the serene river, this destination promises to be the ultimate retreat from the hustle and bustle of city life," asserts Lifestyle Division Head of Amantara Ramon Flotats. When the sun is setting on a clear day, the surface of Tahang River turns to golden glow. The view of catamarans cruising along the river adds the delight of the atmosphere. A pergola adorned with



twinkling lights guides visitors from the jetty to the heart of the complex. After a day of exploration within Orange Groves' sprawling 1.1-hectare grounds, guests can indulge in rejuvenating spa treatments, with select herbs sourced directly from the adjacent garden.

Orange Groves, a project by Amantara as a subsidiary of Agung Sedayu Group, is an entity that puts importance in sustainability. Some examples of that are the use of green roofs and solar panels as well as the water and waste management to create a more environmentally friendly ecosystem.

Linked to Greenbelt, the green lung in the heart of PIK2 spanning 60 hectares, Orange Groves offers convenient connectivity via both land and river. Guests can traverse between these destinations aboard boats, with a distance of less than 2 kilometres separating the two. "Every week, Greenbelt PIK2 offers fun activities for individuals as well as communities. We hope that the existence of Orange Groves contributes in building more communities that enjoy the slow-living lifestyle in PIK2."



as Natalia Kusumo, CEO of Commercial & Hotels, ASG (Amantara), reveals, "In the future, the mid-rise complex in Orange Groves will be completed with lodging cabins and exclusive thematic residences. And the connection with Greenbelt allows people to spend more time in nature and play in the higher quality of life where 'work, live, and holiday' becomes more meaningful." 10



Where History, Culture, and Entertainment Meet

Known for its culinary diversity, Pantai Indah Kapuk area has become one of Jakarta's favourite destinations for families to enjoy its different sceneries and experiences. Seeing this enthusiasm, Agung Sedayu Group (ASG) and Salim Group, as developers of the PIK area, welcome the opportunity to offer various thematic tourist activities, which are curated and conceptualized by Amantara, one of its subsidiaries.

STORY BY Iman Hidajat PHOTOS BY Amantara

Come to Golf Island, a visitor destination at PIK area full of history and cultural diversity. The area is also an eco-lifestyle hub with an environmentally friendly concept that applies green technology. Golf Island offers entertainment and also means of education, recreation, and empowerment.

Entering the 303-hectare Golf Island PIK area, visitors will be greeted by Pantjoran PIK, a tourist and culinary destination, specially designed by Jacob Tian, a famous architect from China and aims to preserve the history and culture of Peranakan Chinese in Indonesia.

Not far from Pantjoran PIK, the main gate of Batavia PIK, a tropical vernacular architectural designs, reminding us of the glorious moments of Batavia, known as the Queen of the East. Batavia PIK, the largest floating destination in Jakarta, was designed by Legacy Entertainment, a well-known American consultant who collaborated with A+A architects, to apply Environmentally Sustainable Design through water waste management and eco-friendly building materials. This has led Batavia PIK to earn as the Best Retail Development award from the PropertyGuru Asia Property Awards 2022.





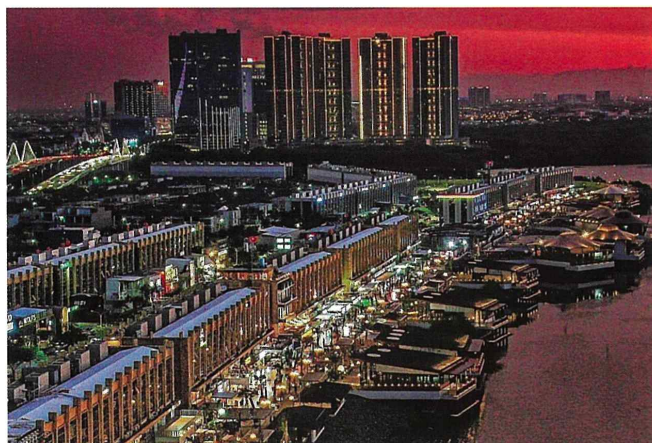
"Indonesia is rich in history, art, culinary, and various colorful cultural aspects. From our ancestors, these indigenous wisdom now inspire and enrich our works at the destinations curated by Amantara in Golf Island PIK like Pantjoran PIK and Batavia PIK," said Natalia Kusumo as the CEO of Commercials and Hotels, Agung Sedayu Group (Amantara).

Shifting to the east side, there is an eco-lifestyle hub that applies green technology, called Central Market PIK. Located in the heart of the PIK Island Golf Area, this destination was designed by PTI Architects based in China in collaboration with well-known local consultants and designers such as Bitte Design Studio, Eco Mantra, Grow Little Garden, and others.

By The Sea PIK is located on the seafront of Golf Island PIK and is the first fashion district in North Jakarta to be integrated with Central Market PIK, East Coast By The Sea, and the Transjakarta bus stop in East Jelasena.

Meanwhile, Cove PIK, located on the seafront on Golf Island's west side, is an outdoor destination with a retail concept with various F&B and lifestyle tenants to provide a pleasant shopping, culinary, and relaxing experience for families and the community. The area offers beautiful sunset views and a unique open space concept.

Anwar Salim, Director of Operations ASG (Amantara) remarked, "Golf Island PIK offers a 360-degree experiences from tourism, culinary, entertainment, to transportation. It is easy to access for residents, visitors, and the community, both in the PIK area and from the surrounding areas of Jakarta." 10



Hyu Group **OAKWOOD APARTMENTS PIK JAKARTA**

Contemporary Elegant Apartments



by N Hidajat **PHOTOS BY** Oakwood Apartments PIK Jakarta

the upscale
Pantai Indah Kapuk
Oakwood Apartments PIK
modern property
with 199 fully furnished
apartments with
garden views
and opportunities
to relax and rejuvenate
in an undisturbed
environment.

The Oakwood Apartments PIK Jakarta design blends Chinese elements of modern elegance with functional comfort to create a welcoming and luxurious living space featuring clean lines, sleek finishes, and sophisticated furnishings. This design approach creates a timeless appeal that resonates with an elegant, stylish and refined living environment that residents proudly call home.

Designed by Ong & Ong with its director BK Teo and design manager Amy Ling,

Oakwood Apartments PIK Jakarta exudes a welcoming ambience upon entering the premises where residents feel comfortable, inspired, empowered, safe and secure. Comfort would be a key consideration in every design aspect, from where residents can unwind and feel at ease in their surroundings.

The design itself resonates well into each room and apartment offered creating a sophisticated atmosphere that appeals to residents with discerning tastes and a preference for contemporary design.

While prioritizing elegance, the design also emphasize functional comfort with space planning, ergonomic furniture arrangements, and practical storage solutions for efficient living experience.

To enhance the sense of elegance, the apartments feature luxurious materials and finishes. High-quality materials such as marble, granite, and polished metals are used throughout the space, elevating the overall aesthetic and providing a touch of opulence.

And, incorporating Chinese elements adds cultural richness and depth to the design, paying homage to the local heritage and traditions. This can be achieved through subtle nods such as ornamental motifs, traditional artwork, or symbolic décor items, creating a sense of connection and belonging for residents.



By blending contemporary elegance with functional comfort and incorporating Chinese elements, the design for Oakwood Apartments PIK Jakarta creates a luxurious and inviting living space that resonates with residents seeking both style and substance in their home environment. ¹⁰

OAKWOOD APARTMENTS PIK JAKARTA

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[oakwoodapartmentspik.com-jakarta.com](https://www.oakwoodapartmentspik.com-jakarta.com)



PHANTOM

Welcome to PHANTOM – PIK 2, your ultimate destination for an unforgettable nightlife adventure. Our doors are now open, welcoming you to experience the epitome of nightlife sophistication as PHANTOM proudly announces our soft opening for daily operations. Nestled in the heart of the always vibrant PIK 2, PHANTOM invites you to immerse yourself in a world of unparalleled luxury and excitement. We promise you non-stop entertainment like you've never seen before that will leave you craving for more. From live performances by local bands to electrifying DJ sets, we go all out to keep the dance floor alive all night long. When the beat starts, our dance floor becomes electrified with an indestructible atmosphere perfect for dancing and mingling with fellow party-goers.

Only at PHANTOM, you can indulge your senses and savor the magic of the creations from our chefs and mixologists. Introducing you to our luxury bar, where you can quench your thirst with our handcrafted and signature cocktails such as Rubber Dub Duck, Make a Wish, Mr. Culliman, Chasing Waterfall, and Ghost, also premium spirits, and fine wines. In addition, our menu is carefully curated to offer a symphony of flavors and gusto to tantalize your taste buds with finest and freshest ingredients. From our traditional food to our offerings of international cuisine, every bite is guaranteed to be a revelation. Whether you're a connoisseur of fine dining, or simply seeking a memorable culinary experience, our menu is sure to impress and delight.



As per the main concept of PHANTOM, we are committed to provide attendees with a premium nightlife experience that combines world-class facilities with our immortal ambiance and spacious venue. For those seeking a more exclusive experience, our VIP lounges or the Karaoke Room, as we call it, offer a luxurious indulgence in plush seating and personalized service, thus creating the perfect setting for an intimate gathering or a special celebration. Get in touch with us today to discuss your needs and let us help you make your moment truly memorable.

PHANTOM CLUB JAKARTA

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Luxury in the Presence of Nature



STORY BY Iman Hidajat PHOTOS BY The Botanica Sanctuary

Opened in 2021, The Botanica Sanctuary is graciously nestled amidst the heart of Puncak, boasting a lush and expansive 40-hectare terrain. It is set within verdant pine forests, intertwining with winding rivers, and offering magical views of Mount Pangrango.

The Botanica Sanctuary Hotel in Bogor offers a peaceful haven that combines beauty, relaxation, and discovery. The hotel comprises 166 luminous rooms, including 42 suites, two restaurants, and a beautiful rooftop infinity pool.

The 166 rooms and suites are in eight different types, namely Superior, Deluxe, Premier, Unique Corner, Loft Family Room, Unique Corner Suite, The Valley Suites, and The Botanica Suites.

For your culinary experience, you can go to an all-day dining restaurant called The Garden Brasserie, or Gyu Steak House, a specialty restaurant offering grilled meat, as well as tea and refreshing drinks.

The property is just five minutes away from Taman Safari Indonesia, a world-class zoo in the location that has been named the best conservation site by the Indonesian Ministry of Forestry.

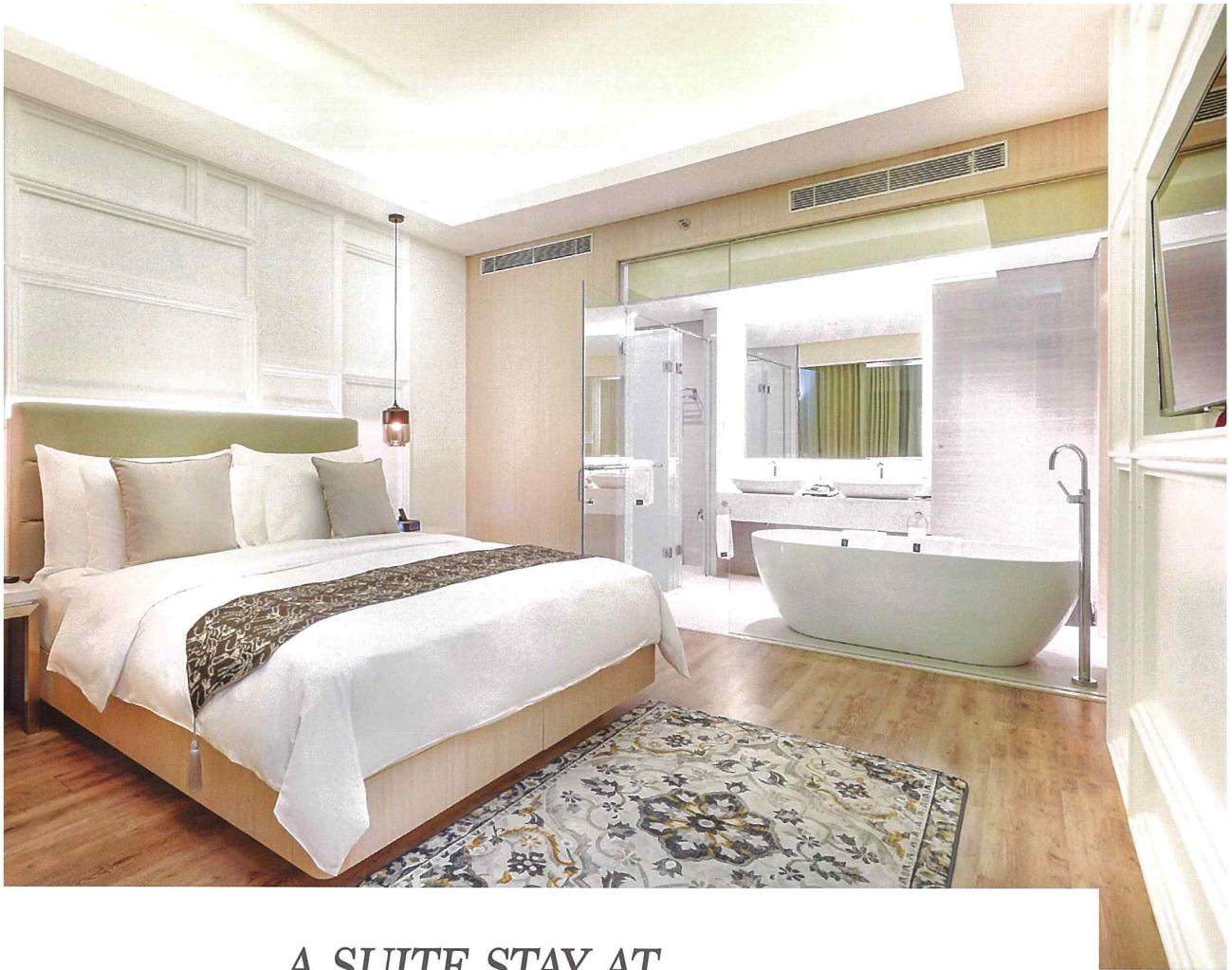
The resort garners acclaim for its artistic elegance and serene atmosphere, with

guests often highlighting the hotel's cleanliness. This is not to mention its array of amenities and beautiful, comfortable rooms that are popular among visitors.

Developed by Agung Sedayu Group and designed by Ir. Sardjono Sani, The Botanica Sanctuary was named the Country Winner for Best Hotel Development in Indonesia at the Property Guru - Asia Property Awards Grand Final in 2021.

The Botanica Sanctuary

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IG. @thebotिकासanctuary
thebotanicapesonaalam.com



A SUITE STAY AT VERTU HARMONI JAKARTA

Sophisticated Vertu Harmoni is conveniently located in Central Jakarta, a close distance from National Museum and National Monument (Monas), Chinatown and Jakarta's Old Town. Popular shopping malls such as Central Park, Plaza Indonesia, and Grand Indonesia, are also within 5 km from the hotel.

Wind in unparalleled elegance with our spacious Suite, offering breathtaking vistas of the iconic Monas. Spanning 56 sqm, this haven of tranquility features a plush king-size bed, a luxurious signature bathtub, and a separate rain shower, perfect for indulging in a rejuvenating soak after a day of exploration.

Vertu
HARMONI JAKARTA

Jl. Hayam Wuruk No. 6 Jakarta Pusat 10120 - Indonesia
T. +62 21 2203 6000 WA. +62 811 868 3788
📍 Vertu Harmoni Jakarta @vertuharmoni

The New Face of Harmoni Jakarta

STORY BY Barbara Hahijary PHOTOS BY Vertu Harmoni Jakarta doc.



The Harmoni interchange in Jakarta is a strategic area with major transportation hubs, including TransJakarta and MRT. Standing proudly in this location is Vertu Harmoni Jakarta, a hotel that epitomises the essence of downtown with its remarkably frame-like architecture.

Vertu Harmoni Jakarta has become a new landmark with its impressive scale and distinctive architecture, creating a fresh dynamic to the hospitality scene in the bustling Hayam Wuruk and Gajah Mada districts. Budiman Hendropurnomo, design director of Denton Corker Marshall (DCM) Jakarta studio, said these vibrant districts were sources of inspiration in making the hotel's façade.

"This project is particularly intriguing as it pioneers Indonesian design by housing two top hospitality segments within a single building, alongside its sister hotel Yello (360 rooms). The combination of both, along with a shopping mall on the lower floors, sets a trend that is increasingly being adopted," Budiman explains.

The five-star hotel boasts 240 guest bedrooms, including Vertu Suites (56 sqm), Vertu Rooms (28 sqm) with Vertu Signature Bathrooms, and V rooms (28 sqm). Each room is adorned with modern interior in monochromatic shades of white. Vertu Rooms and Vertu Suites are equipped with a fully stocked minibar, an espresso machine, a pillow menu, and a 42" LED TV.

Business travellers and Asian expatriates value the convenience of the hotel's proximity to Thamrin, Sudirman, and Rasuna Said commercial districts, as well

as multinational offices and upscale malls. The hotel also features seven meeting rooms and a ballroom/conference room that can accommodate up to 1,000 people.

To make the most of its guests' convenient stay, the hotel facilitates tourists exploring attractions in the historic spots such as the National Monument, Jakarta's Old Town, and Chinatown, as well as discovering the diverse culinary offerings nearby. To summarise, Vertu Harmoni Jakarta promises a luxurious experience where the charms of old and modern Jakarta converge.¹⁰

VERTU HARMONI JAKARTA

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☐ Gardens by the bay(싱가포르)





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Vision

Our world of gardens for all to own, enjoy and cherish.

Mission

We make our Gardens the leisure destination of choice for all.

We delight our guests with an enthralling experience, excellent service and enriching programmes.

We inspire pride of ownership of our Gardens in every Singaporean.

We aim to be a model of sustainable development and conservation.



Corporate Overview

Chairman's Message



Mr Niam Chiang Meng

“ 2022 marks the tenth anniversary of Gardens by the Bay. Beyond its impressive structures, Gardens by the Bay has stayed true to its social role and consistently tailored its repertoire of programmes to meet the needs of Singaporeans and the wider community in the past decade. Our efforts over the years have borne fruit. Since its inception, Gardens by the Bay's visitor numbers have surpassed 93 million and growing.

In April 2022, Active Garden was launched, and it became the latest outdoor social hub where people across generations could connect with one another through physical, social and learning activities. We were honoured that Active Garden was designated a Family Zone by the Ministry of Social and Family Development in November 2022. As part of this collaboration, one of the facilities in Active Garden was offered as a venue for wedding solemnisations by the Registries of Civil and Muslim Marriages. With this arrangement, more Singaporeans get to create lasting memories of one of life's most significant milestones at Gardens by the Bay.

With the progressive recovery to normalcy in the reporting year, the Gardens pressed on with presenting floral displays that have become local crowd favourites as well as family-friendly festivals that brought people together. These included the Dahlia Dreams and Sakura floral displays, River Hongbao, Mid-Autumn Festival, Christmas Wonderland, Children's Festival and Gardens by the Bay and Mediacorp National Day Concert. Collectively, the Gardens' public programme attendance for the financial year exceeded 3 million visitors.

To extend the reach of our floral displays beyond floriculture, the Gardens forged many close friendships with embassies to introduce cultural and historical elements into the floral displays. For instance, we worked with the Embassy of Mexico in Singapore to present a glimpse of Mexico's ancient civilisation and its folk art and culture in *Hanging Gardens – Mexican Roots*. Then, in *A Spanish Serenade with Sunflowers*, the Gardens partnered the Embassy of Spain in Singapore and the Spain Tourism Board to introduce the country's well-known UNESCO destination, the Real Alcázar of Seville, to our local community. In yet another example, we collaborated with the Embassy of Costa Rica in Singapore and the country's respected Lankester Botanical Garden to present *Orchids of Costa Rica – Resilient Beauty*. Such collaborations not only added another dimension to the displays, but also served to deepen bilateral relationships with our international friends and supporters.

In addition, the Gardens sought to reach out to a wider spectrum of the Singapore community. For instance, we collaborated with special needs artists for the design of a floral display for the first time – the new *Hydrangea Holidays* floral display featured 50 artworks by 27 intellectually challenged artists from JOURNEY by TOUCH Community Services woven into the display landscape. Meanwhile, the *Gift of Gardens* (GOG) community outreach programme continued to provide the disadvantaged and disabled communities with the opportunity to enjoy complimentary access to our attractions. In the reporting year, we had engaged over 26,000 beneficiaries, and since GOG was set up in 2012, the programme has enabled over 200,000 beneficiaries from over 200 charities to enjoy Flower Dome, Cloud Forest and Floral Fantasy. This is only possible through the generous donations from individual donors and corporate sponsors who share our belief that every Singaporean should have the chance to visit Gardens by the Bay, notwithstanding financial challenges.

Guided by its core vision of being a Gardens for all to own, cherish and enjoy, it is especially meaningful that Gardens by the Bay celebrated its 10th anniversary with Singaporeans and the community. The call for public contributions of visitors' memories at the Gardens saw over 1,000 contributions received in the form of cherished photos, intricate drawings, heartfelt anecdotes, and inspirational poetry. These contributions were featured on various platforms, including our latest commemorative coffee-table book *A Blossoming City Garden*, an e-book *10 Years of Growing Wonders*, and an on-site photo exhibition.

Given the urgency to address the manner economies and businesses are hurting our environment and the resultant climate change, managing the Gardens in a sustainable way is no longer optional but integral to its future. We continue to advance our sustainability journey steadily with clear targets. To achieve our decarbonisation goal, we are increasing the adoption of renewable energy sources while managing energy demand. For example, solar capacity is expected to increase significantly come 2024, when the existing solar panels are replaced with more efficient models and new rooftop solar panels are added across multiple locations at the Gardens. We are also exploring ways to increase the proportion of biomass energy in the Gardens' energy mix, including the feasibility of expanding the existing biomass plant.

Concurrently, we also stepped-up stakeholders' engagement. For instance, with the creation of Kingfisher Wetlands, we can now focus on education and engagement on blue carbon and coastal ecosystems through the Wonderful Wetlands series that comprises public lectures and environmental activities such as mangrove planting and monitoring sessions, as well as fauna surveys. These activities offer an opportunity for the public to participate as citizen scientists, which we hope will contribute towards nurturing a culture of sustainability in the community and inspiring visitors towards sustainable actions. Since June 2022, over 24 sessions have been conducted with over 900 participants. More than a living laboratory for blue carbon research, Kingfisher Wetlands has become a living classroom for visitors.

While I'm heartened by the accomplishments that the Gardens attained in its first decade of operations, I'm also excited by what we can achieve in the next chapter of the Gardens' story as it enters its second decade. In the coming years, the public can relish the enjoyment of a fully completed Bay East Garden and the Founders' Memorial across the Marina Reservoir. With the former set to narrate Singapore's Garden City and Water Story, we are also looking at enhancing connectivity between Bay East and Bay South Gardens, by exploring the viability of adding a pedestrian bridge across the Marina Reservoir. As the uncertainties of the past years gave way to optimism and an improved business environment on the back of robust tourism recovery, the rejuvenation of Bay South Garden, which was disrupted by the pandemic, will also resume. New attraction concepts are being explored, and essential upgrading works will be carried out to keep the Gardens relevant and fresh for visitors and friends.

In closing, I would like to accord my heartfelt appreciation to the Board Directors for their wise counsel; our many stakeholders and the public for their unwavering support of the Gardens; our embassy friends for their unstinting support to realise our vision of a world of plants with a touch of elegance through cultural elements for all visitors and finally, all our staff across ranks and functions for their relentless hard work and resilience in overcoming the difficult times during the pandemic and striving to make Gardens by the Bay a great place for all. You have all made a difference.”



CORPORATE OVERVIEW

CEO's Message



Mr Felix Loh

“ Gardens by the Bay was envisaged as a world-class national garden and its location in the heart of the Marina Bay district essentially safeguarded the best parts of the new downtown for public access and enjoyment. Through years of innovation and enhancement, Gardens by the Bay has become the foremost attraction in Singapore and an international icon of the world. Yet, our success is underpinned by the strong ownership and pride amongst Singaporeans, registering the highest local visitorship last year in our decade-long existence. Our tenth birthday was dedicated to thanking our local residents for their immense support as we made 2022 a decennial celebration with brand-new experiences that wowed and delighted visitors.

In our continued search for fresh floral displays and experiences, we reached out to new partners. For instance, the *Precious Peony* floral display was presented in collaboration with local museums and private organisations and individuals such as the Peranakan Museum, The Intan and The Society for Chinese Ceramics Studies to feature, for the first time, over 70 artefacts of Chinese and Peranakan culture. Over at the Cloud Forest, *Avatar: The Experience* had guests immersing in the alien world of Pandora with bioluminescent environments, mystical creatures, flora and the captivating culture of its indigenous people, the Na'vi. At the outdoor gardens, we collaborated with Jerusalem Botanical Gardens and Outset Contemporary Art Fund as the sole Asian garden to host *Seeing the Invisible*, an open-air art exhibition launched across 10 gardens around the world and conducted entirely through augmented reality. With a continuous stream of new experiences from floral displays to pop-up attractions in the year, there is always something exciting to draw and engage our visitors.

During my twice weekly site walks with colleagues that took us to almost every nook and cranny in the Gardens, I would come across scores of visitors from young preschoolers on learning journeys to seniors on community tours. It always warms my heart to observe visitors admiring the floral displays and plants or snapping photos with the beautiful blooms or the Gardens' icons and hear their laughter and chatter. As life gradually resembles pre-pandemic days, the widely popular Garden of Phantasies saw a return of huge turnouts at its twice-nightly shows. These examples reflect the timeless appeal of the Gardens. That our visitor numbers for the Financial Year (FY) of 2022/23 has exceeded 9.4 million is a healthy indication that our efforts have been appreciated by local and overseas visitors.

In any credible botanical institution, research and horticulture are critical functions that grow and enrich the garden's plant collections. At Gardens by the Bay, much work was put into developing its expertise in these two areas, enabling its plant collections to expand over the past 10 years. In the reporting year, we intensified efforts to grow the Gardens' plant collections through plant introduction, propagation and breeding initiatives. Close to 100 new taxa were introduced in FY 2022/23, including several that were brought in to strengthen key collections in the conservatories. Examples include *Alcea rosea* 'Indian Spring', an All-America Selection winner known for its towering floral spikes in various shades of pink, which was a new addition to Flower Dome and *Crinodendron hookerianum*, commonly known as the Chilean lantern tree, an evergreen shrub in the family Elaeocarpaceae which is endemic to Chile where it grows in humid and shady places. This plant can be found at the Cloud Forest's Orchid Haven. Over at the outdoor gardens, *Coleus scutellarioides* 'Kong Lime Sprite', one of several *Coleus* cultivars that were grown in-house by our very own horticulturists, can be found at Golden Garden.

Our in-house plant production was ramped up, achieving an increase of 52.2% in FY 2022/23 compared to the previous year and yielding 98 genera and 573 cultivars. The in-house plant propagation efforts not only supported all ten floral displays that were presented in the year, but they also contributed plants to Floral Fantasy, the permanent displays at Flower Dome, the Floral Clock, as well as festive displays in the Gardens during Mid-Autumn Festival and the Chinese New Year period.

We also engaged the horticultural industry by collaborating with various industry stakeholders to create greater synergies and further horticultural excellence. Gardens by the Bay hosted the region's inaugural Flower Trial on 30 June 2022, which offered an avenue for regional horticulturists to glean fresh ideas and network with suppliers. 150 flowering plant cultivars were showcased and the event attracted participants from local nurseries as well as those from the region.

Sustainability is intertwined with the Gardens' identity. After all, Gardens by the Bay was designed and built with a sustainability blueprint. We remain committed to the Singapore Green Plan 2030 and support the targets under Green@SG initiatives. On environmental sustainability, we recognise that bringing the public onboard the sustainability journey will likely create a substantial impact in the long run. We offered a series

of free Nature and Sustainability Tours for the public as part of our efforts to nurture a culture of sustainability in the community. This initiative was launched in mid-December 2022 and was supported by a generous \$300,000 donation pledged by Keppel Care Foundation. Covering both the outdoor and indoor gardens, the tours covered five themes across eight routes – carbon & climate, urban wetlands, biodiversity & ecosystems, seeds & senses, and energy & water. Response thus far has been overwhelming, with pre-registered slots filled for all four routes every month and many on waitlist. To date, over 3,000 people have experienced the tours and the participants' feedback has been very positive.

While environmental targets are crucial, sustainability extends to finances as well. As a responsible charity, the judicious use of our funds must always be upheld. In FY 2022, we achieved a modest gain of \$271 million through the hard work of my colleagues. Moving forward, we endeavour to continue providing new offerings at affordable prices and extend free entry to an even wider range of public programmes to give Singaporeans a unique experience at the Gardens.

Drawing on the pandemic experience, green spaces like Gardens by the Bay provide a critical public space where people can seek respite from the stressors in life. In buoyant times, the Gardens is a world of gardens welcoming all to experience its captivating wonders. This is how Gardens by the Bay builds its People's Garden identity and relevance to the community, by enriching people's lives with its vibrant blooms, refreshing programmes and enchanting environment, and becoming the place where Singaporeans strengthen bonds and mark life milestones for generations to come.

Lastly, I would like to express my heartfelt appreciation to current and former colleagues whose hard work has enabled the Gardens to flourish for the enjoyment of all in the past decade, as well as to our partners, volunteers and stakeholders who believe in our cause and generously supported the Gardens' endeavours. I seek your continued support and together, we can make this People's Garden shine even more brightly for Singaporeans and the wider community in many more decades and beyond.”



CORPORATE OVERVIEW

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Board of Directors

CHAIRMAN

Mr Niam Chiang Meng From 1 December 2017



Mr Niam Chiang Meng is the Chairman of Gardens by the Bay, the Maritime and Port Authority, and Mediacorp Pte Ltd.

Mr Niam had an extensive career in the civil service. He was Permanent Secretary for Communications and Information, Community Development, Youth and Sports as well as for Law, and CEO at the Housing and Development Board. In recognition of his dedicated service, Mr Niam was awarded The Public Administration Medal (Gold) in 2001 by the Ministry for Community Development, Youth and Sports and The Long Service Medal in 2006 by the Ministry of Information and the Arts.

Mr Niam held concurrent appointments as Permanent Secretary of the National Population and Talent Division (NPTD) in 2011 and as Permanent Secretary of the National Climate Change Secretariat (NCCS), Prime Minister's Office, in 2012 until his retirement in 2016.

Mr Kenneth Er From 17 February 2014



Mr Kenneth Er was appointed Deputy Secretary (Planning) at the Ministry of National Development (MND) on 1 June 2023 where he oversees land use planning, infrastructure, research & development issues.

Prior to this, Mr Er was the CEO of the National Parks Board (NParks) since 2014. During Mr Er's nine-year stint as CEO/NParks, he played a key role in the conceptualisation of the City in Nature vision and drove the establishment of Nature Park Networks to buffer Singapore's nature reserves from surrounding urban development.

Mr Er was instrumental for new island-wide connections, such as the Round Island Route and oversaw several major milestones, most notably the inscription of Singapore's Botanic Gardens as a UNESCO World Heritage Site.

Mr Er also sits on the board of the Land Transport Authority. He previously served as Chief Operating Officer of Gardens by the Bay and played a critical role in bringing the latest sustainable technologies into the design and operations of the Gardens.

A forest ecologist by training, Mr Er has deep interests in conservation biology, with an emphasis on the design and management of nature reserves within an urban landscape. He has published in several international journals and presented at various conferences over the years. He was awarded The Public Administration Medal (Silver) in 2016 and The Public Administration Medal (Gold) (Silver) in 2023.

Mr Felix Loh

From 15 February 2018

Mr Felix Loh is the CEO of Gardens by the Bay. Mr Loh is concurrently a Board member of Workforce Singapore, Deputy Honorary Secretary of the Singapore National Employers Federation (SNEF), as well as Co-Chair of the Tripartite Cluster for the Landscape Industry and Tripartite Cluster for Waste Management.

Mr Loh, a horticulturist by training, joined the Gardens in 2014 as Chief Operating Officer. He has over 20 years of experience in parks management, horticulture and landscape industry development, and policy development.

A former National Parks Board scholar, Mr Loh had served in the Ministry of National Development in various capacities, overseeing infrastructure policies, human resource, finance and corporate development functions. In recognition of his dedicated service, Mr Loh was awarded The Public Administration Medal (Bronze) in 2005 and The Public Administration Medal (Silver) in 2012.

Mr Tan Jiew Hoe, PBM

From 1 December 2013

Mr Tan Jiew Hoe is President of the Singapore Gardening Society. He is also a Director of the Singapore Chinese Girls' School (SCGS) and several private companies in Malaysia and Singapore.

Mr Tan was awarded gold and silver medals by the Ministry of Education for over 20 years of service as a Director of SCGS. Mr Tan was also awarded The Public Service Medal (Pingat Bakti Masyarakat) by the President of Singapore in November 2013 for his contribution to Public Service under the National Parks Board, as well as his over 30 years of contribution to and support of plant introduction and botany publications.

Mr Tan was conferred the prestigious Veitch Memorial Medal by the Royal Horticultural Society in April 2019. This annual award is an international prize that honours persons who have made outstanding contributions to the advancement and improvement of the science and practice of horticulture.

Ms Beatrice Chong

From 1 December 2018

Ms Beatrice Chong is Divisional Director, Curriculum Planning and Development Division 2 at the Ministry of Education (MOE).

An educator by training, Ms Chong is privileged to have had the opportunity to serve in various key appointments within the education service, including as the Principal of Dunman Secondary School and Anglo-Chinese Junior College. She also has policy making experience at the Educational Policy Branch, Planning Division, MOE. Ms Chong is a member of the National Heritage Board and a member of the National Library Advisory Committee.

Ms Chong received a Public Service Commission scholarship to read History at the National University of Singapore and has a Master of Education from Harvard University in recognition of her dedicated service. Ms Chong was awarded The Efficiency Medal 2005, The Public Administration Medal (Bronze) in 2014 and The Public Administration Medal (Silver) in 2020 by the Ministry of Education.



CORPORATE OVERVIEW

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Board of Directors

Mrs Koh Juat Jong

From 1 April 2018



Mrs Koh Juat Jong is the Chairman of the Financial Industry Disputes Resolution Centre (FIDRC). She is also a Principal Mediator with the Singapore Mediation Centre.

Mrs Koh started her career in public policy work in the Ministry of Finance in the area of taxation and personnel policies. She subsequently took up a legal career and spent many years as a Judge, presiding over civil and family cases in the Subordinate Courts. She headed the Family Court for a number of years. She was then appointed as the Registrar of the Supreme Court from 2003 to 2008 and the Solicitor-General from 2008 until her retirement in 2014.

A President's Scholar, Mrs Koh graduated with a Bachelor of Science in Economics from University College London. She also has a Bachelor of Laws (Honours) degree from the National University of Singapore and a Master of Laws degree from Harvard University. She was awarded The Public Administration Medal (Gold) in 2005, The Long Service Medal in 2007 and The Public Administration Medal (Gold) (Bar) in 2011.

Mr Sam Liew

From 1 December 2020



Mr Sam Liew is currently Managing Partner at Singtel NCS Group. He leads the Government Strategic Business Group which serves the Singapore Public Service, Defence and Homeland Security agencies, and government clients across Asia Pacific.

Mr Liew started his career in Accenture. As Managing Director for Accenture ASEAN Technology, he successfully delivered major technology and data projects across Singapore, Australia, China, and countries across ASEAN. Prior to Singtel NCS Group, Mr Liew was the Managing Director of GIC. He was the Director, Technology Group and also headed GIC's Business Partner and Solutions Division.

Mr Liew is the President of the Singapore Computer Society (SCS) and has been conferred as Fellow by SCS. Mr Liew sits on the Board of SMU's School of Computing and Information Systems, and is also an Advisory Committee member with Singapore Polytechnic's School of Computing and Republic Polytechnic's School of Computing. He is a Council Member on Singapore's IT Standards Committee.

Mrs Quek Bin Hwee

From 1 December 2019

Mrs Quek Bin Hwee is a director of CapitalLand Commercial Trust Management Limited, SIA Engineering Company Limited and Certis Cisco Security Pte Ltd. She is also a board member of the National Heritage Board.

A former partner and Vice Chairman of PricewaterhouseCoopers (PwC) Singapore, Mrs Quek held global and regional positions including Deputy Markets Leader of PwC Asia Pacific and Americas, and was a member of the PwC Global Markets Leadership Team and PwC Asia Pacific Executive Team.

Mrs Quek was previously President of Singapore Anti-Narcotics Association and Deputy Chairman of National Volunteer & Philanthropy Centre, and a board member of Housing & Development Board. In recognition of her community service, she was awarded The Public Service Medal in 2012 and The Public Service Star in 2017. Mrs Quek was also conferred Justice of the Peace in 2018.

Mr Zakir Hussain

From 1 December 2015

Mr Zakir Hussain is Associate Editor at The Straits Times. He was previously the newspaper's Singapore Editor and Political Editor, and had a stint as Foreign Editor.

Mr Zakir Hussain has authored several publications. He was a recipient of the Singapore Press Holdings Scholarship and has a Master of Science in Journalism from Columbia University.

Mr Eugene Wong

From 1 December 2022

Mr Eugene Wong is the founder and Managing Director of Sirius Venture Capital Pte Ltd, a venture capital firm that focuses on start-ups and growing firms in the F&B and foodtech space. Started in 2002, Sirius Venture builds up the food chain for foodtech companies by creating vertical integration and synergy, and is the first Singapore-owned venture capital and angel investor to back foodtech companies outside of the Lion City. The company now has stakes in several foodtech companies in Israel.

Mr Wong graduated with First Class Honours from the National University of Singapore Business School. He holds an MBA from Imperial College Business School and the Owners' President Management qualification from Harvard Business School. He is also a Chartered Financial Analyst and Chartered Director.

Since 1998, Mr Wong has been involved in investing in start-ups and SMEs, bringing around 10 companies for listing in the UK, Singapore, Hong Kong, and Australia, raising over US \$300 million. He is a fellow of the Singapore Institute of Directors (SID) and UK Institute of Directors (IoD), and the first Singaporean Fellow with the Australian Institute of Company Directors (AICD).



CORPORATE OVERVIEW

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Board of Directors

Mr Pua Seck Guan

From 1 December 2022

Mr Pua Seck Guan is the Executive Chairman and Chief Executive Officer of Perennial Holdings Private Limited, an integrated real estate and healthcare company. Concurrently, he is the Chief Operating Officer and Executive Director (ED) of Asia's leading agribusiness group Wilmar International Limited, which is listed on the Singapore Stock Exchange, and a Non-ED of Yihai Kerry Arawana Holdings Co., Ltd, which is listed on the Shenzhen Stock Exchange.

Mr Pua has over 30 years of experience in real estate and healthcare businesses spanning across Asia in the areas of investment, development and management of various asset classes, as well as healthcare, medical care and eldercare facilities. He also has a strong track record in the establishment, syndication, and management of both private and listed funds.

Mr Pua holds a Master of Science degree in Civil Engineering from the Massachusetts Institute of Technology, United States of America and a Bachelor of Science degree in Building (First Class Honours) from the National University of Singapore.



Ms Ong Huey Hong

From 1 May 2023

Ms Ong Huey Hong assumed the position of Assistant Chief Executive, Planning & Policy Group, Singapore Tourism Board (STB) on 1 May 2023, and Chief Sustainability Officer on 3 April 2023. As Chief Sustainability Officer, she oversees various strategy implementation efforts to transform Singapore into a sustainable tourism destination. As head of the Planning & Policy Group, Ms Ong leads on policy and strategy matters including driving industry development and regulatory efforts for tourism industries. She also oversees tourism sector human capital strategies, as well as infrastructure planning and management of key tourism assets like the integrated resorts, cruise terminals and MICE venues.

Prior to this appointment, Ms Ong held various key positions in STB. As Executive Director, Industry Technology Transformation, she developed strategies and drove plans to transform the tourism industry through innovation and data analytics. As former Director, Hotels and Sector Manpower, she led the Hotel Industry Transformation Map to transform the hotel industry for sustainable growth. For her achievements as Director of Cruise, Ms Ong was the First Recipient of the Rama Rebapragada Award for Outstanding Contribution to the Cruise Industry in Asia.

Ms Ong holds a Bachelor of Engineering (First Class Honours) in Naval Architecture (1998) from the University of Newcastle Upon Tyne, UK. She has a Master of Business Administration (Banking and Finance) from Nanyang Technological University.



Mr Jimmy Toh Yong Leng

From 1 January 2023

Mr Jimmy Toh Yong Leng was appointed as the Chief Executive Director of the People's Association with effect from 1 January 2023. Prior to this appointment, Mr Toh was the Deputy Chief of Government Communications (Operations) at the Ministry of Communications and Information (MCI). He played a vital role in coordinating the whole-of-government initiatives within MCI's Information Group and across the Government. Prior to his role at MCI, Mr Toh served as Senior Director of the Prime Minister's Office-Communications Group and Senior Director (Engagement) at MCI.

In 2017, Mr Toh received The Public Administration Medal (Silver) for his contributions to the public service. Mr Toh was also awarded The Public Administration Medal (Gold) Covid-19 which is awarded to those who have rendered outstanding contributions during Singapore's fight against Covid-19. The recipient of this award is recognised for having provided significant leadership to large-scale efforts that helped shape the nation's response to Covid-19. The award is also in recognition of having displayed foresight, agility, and leadership in the face of fast-changing circumstances brought about by the pandemic.



Ms Hwang Yu-Ning

From 1 June 2023

Ms Hwang Yu-Ning is the Chief Executive Officer of the National Parks Board. She was the former Deputy Chief Executive Officer and Chief Planner of the Urban Redevelopment Authority (URA). She has served in Singapore's public service as an urban planner and policy maker for close to 30 years, including at the Strategy Group of the Prime Minister's Office and the Ministry of National Development.

Ms Hwang was instrumental in leading the development and implementation of planning strategies across Singapore. She led URA through the recently concluded Long-Term Plan Review (LTPR), an important national exercise to map out the strategic land uses and infrastructure needs of Singapore over the next 50 years and beyond.

Ms Hwang also steered the review of the Draft Master Plan 2019 (DMP19). Key proposals unveiled under DMP19 included strategies that focused on planning sustainable, green and inclusive neighbourhoods, rejuvenation of neighbourhoods and creating capacity for our future.

Under Ms Hwang's leadership, URA's conservation programme and efforts to enhance the integration of built heritage into our urban environment also reached new heights. Notably, in addition to several newly-conserved buildings, URA conserved Golden Mile Complex – the first large strata-titled development to be gazetted for conservation – and implemented the Heritage Impact Assessment Framework.

Ms Hwang graduated from the National University of Singapore with a Bachelor of Architecture (Hons). She subsequently obtained a Master in Public Policy (Urban Planning) from Harvard University.



CORPORATE OVERVIEW

GARDENS BY THE BAY • ANNUAL REPORT 2022/23



Corporate Information

CHARITY STATUS

Charity Registration Number
201132829N

Charity Registration Date
26 March 2012

Constitution
Public Company Limited by Guarantee

Date of Incorporation
11 November 2011

Registered Address
1 Marina Boulevard
#28-00
One Marina Boulevard
Singapore 018989

UEN
201132829N

PLACE OF BUSINESS

18 Marina Gardens Drive
Singapore 018953

IPC STATUS

Approved till 31 March 2026

EXTERNAL AUDITORS

Deloitte & Touche LLP

Audit Partner

Mr Aw Xin-Pei

INTERNAL AUDITORS

Foo Kon Tan Advisory Services Pte Ltd

COMPANY SECRETARY

Mr Desmond Lee Heng Choong
Mr Chai Tze Tai

PRINCIPAL BANKERS

OCBC Bank
DBS Bank
UOB Bank

Organisational Structure



Information as of 31 August 2023

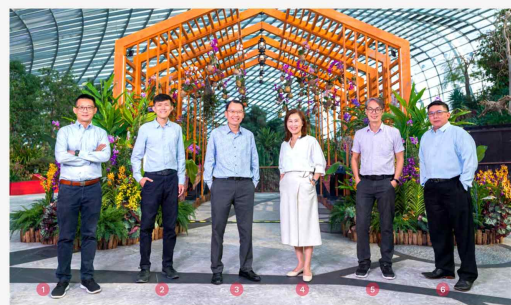


CORPORATE OVERVIEW

GARDENS BY THE BAY • ANNUAL REPORT 2022/23

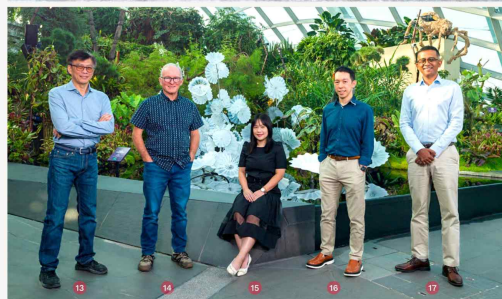


Management Team



- 1 **Mr Addison Goh**
Senior Director, Attractions Operations & Security
- 2 **Mr Heng Whoo Kiat**
Senior Director, Bay East Project Office
- 3 **Mr Felix Loh**
Chief Executive Officer
- 4 **Ms May Yeo**
Assistant Chief Executive Officer
- 5 **Mr Gary Chua**
Senior Director, Gardens Operations,
Covering Senior Director, Conservatory Operations
and Covering Director, Research & Horticulture and
Design & Development
- 6 **Mr Ong Kian Ann**
Senior Director, Business Development
- 7 **Ms Prisca Teh**
Senior Director, Retail & Leasing
- 8 **Mr Tay Boon Sin**
Director, Gardens Operations

- 9 **Dr Kiat W. Tan**
Corporate Advisor
- 10 **Mr Jason Koo**
Director, Attractions Operations & Security
- 11 **Ms Betty Pau**
Chief Financial Officer
- 12 **Mr Spencer Lim**
Director, Communications
- 13 **Mr Cheong Wee Boon**
Senior Director, Engineering
- 14 **Mr Christopher Dalzell**
Director, Conservatory Operations
- 15 **Ms Ng Shixin**
Acting Director, Human Resource & Corporate Services
- 16 **Mr Bryant Kok**
Senior Director, Digital Transformation &
Information Technology
- 17 **Mr Dinesh Naidu**
Senior Director, Programming



CORPORATE OVERVIEW

GARDENS BY THE BAY • ANNUAL REPORT 2022/23



Heartening Happenings All Year Round



HEARTENING HAPPENINGS ALL YEAR ROUND

GARDENS BY THE BAY • ANNUAL REPORT 2022/23



Heartening Happenings All Year Round



Total Public Programmes Attendance
Over 3 million on-site visitors

Total PR Value
Over \$108.8 million

Gardens by the Bay ramped up its programming offerings to delight visitors in its 10th anniversary year. A full calendar-year of ten floral displays in the conservatories, as well as five signature festivals and events were brought back for the community's enjoyment in celebration of the Gardens' decennial.

New Flowers, New Partners, New Synergies

Towards encouraging greater community ownership and augmenting the quality of its offerings, the Gardens pursued collaborative opportunities with new embassy and community partners to create greater synergies on the programming front. The Gardens' floral displays were also invigorated with the debut of new floral anchors like peonies and hydrangeas in the year.

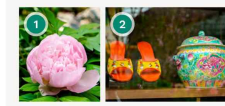
Launched by Minister for Culture, Community and Youth and Second Minister for Law Edwin Tong on 9 April 2022, **Precious Peony** was Gardens by the

Bay's first collaboration with local museums for a floral display. More than 70 artefacts of Chinese and Peranakan culture, loaned from Peranakan Museum (a division of Asian Civilisations Museum), The Intan and The Society for Chinese Ceramics Studies, were showcased alongside the eponymous blooms. Starting in a floral display for the first time this year, the resplendent peonies were accompanied by a selection of snapdragons, camellias, asters, and centuries-old bonsais.



(From left) National Heritage Board (NHB) Group Director of Museums, and Director of Asian Civilisations Museum and Peranakan Museum Kenzie Ting, NHB CEO Chang Hwee Nee, Minister Edwin Tong; Gardens by the Bay CEO Felix Loh, and former Gardens by the Bay Deputy CEO Lee Kok Fatt at the launch of **Precious Peony**.

- 1** **Precious Peony** paid tribute to the journey of this revered flower from China to Nanyang in the hearts and minds of Chinese immigrants in search of a new home, and how its portrayal evolved as Chinese culture itself evolved.
- 2** Interspersed in the display's landscape were various artefacts from museums and private organisations that incorporate the peony as a motif, such as *kasut manek* (hand-beaded slippers), *chupu* (covered jars), *tingkar* (tiffin carriers) and *bakul slah* (wedding baskets).



Held in partnership with the Embassy of the Kingdom of the Netherlands in Singapore and JOURNEY by TOUCH Community Services, **Hydrangea Holidays** marked several firsts for the Gardens. In addition to the hydrangea's introduction as a floral headliner, this show was Gardens by the Bay's inaugural collaboration with

special needs artists for the design of a floral display, which had 50 artworks by 27 intellectually disabled artists from JOURNEY by TOUCH Community Services woven into its landscape. **Hydrangea Holiday** was also enriched with creative and cultural inputs from the Embassy of the Kingdom of the Netherlands in Singapore.



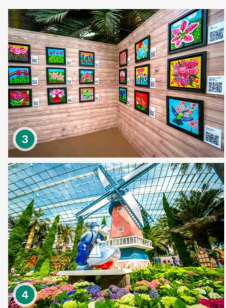
Hydrangea Holidays was launched on 24 June 2022 by Minister of State for Home Affairs and National Development Assoc Prof Muhammad Faishal Ibrahim (fourth from left) by activating the sails of the display's 7m-tall windmill centrepiece. Joining him were former Gardens by the Bay Board Directors Jeannie Lim and Susan Chong, Gardens by the Bay Board Director John Tan, as well as former Ambassador of the Kingdom of the Netherlands to Singapore and Brunei H.E. Margriet Vonno, TOUCH Community Services CEO James Tan, and Gardens by the Bay CEO Felix Loh.

- 3** The artworks by special needs artists displayed at **Hydrangea Holidays** presented unique depictions of hydrangeas and the Netherlands. They were later sold at a silent auction, with proceeds going to TOUCH and the artists, enabling them to be more self-reliant and to live in dignity.
- 4** Headlining **Hydrangea Holidays'** plant palette were over 20 hydrangea varieties in shades of red, white and blue – the colours of the Dutch flag – set against a backdrop inspired by the traditional Dutch countryside in summer.

Hydrangea Holidays garnered extensive coverage across local online, print and broadcast media. Two special needs artists from JOURNEY by TOUCH Community Services were also featured in a video by BkWorld and on Chinese radio Capital 95.8FM, where they shared about their artworks.

Furthering its mission to bring the world of plants to Singapore, the Gardens collaborated with new embassy partners in co-creating its floral displays. These efforts birthed three refreshing, well-received shows: **Rose Romance**, **Hanging Gardens – Mexican Roots** and **A Spanish Serenade with Sunflowers**.

Visitors feasted their eyes on over 70 delicate rose varieties – including several uncommon to Singapore and displayed in the Gardens for the first time – flourishing amidst an Italian-inspired landscape at **Rose Romance**, a collaboration with the Embassy of



Italy in Singapore. The display was officially launched on 14 May 2022 by Minister in the Prime Minister's Office, Second Minister for Finance and National Development Indraneel Rajah.



(From left) Ambassador of Italy to Singapore H.E. Mario Andrea Vattani; wife of the Italian Ambassador to Singapore Yumiko Vattani; and Minister in the Prime Minister's Office, Second Minister for Finance and National Development Indraneel Rajah, tossed rose petals from a representation of Verona's famous Juliet balcony to open **Rose Romance**.

- 5** Notable roses featured in the display included *Rosa 'Jubilé du Prince de Monaco'*, an award-winning, bi-coloured rose of pure white and deep red to represent Monaco's national colours. Created in 2000 after 15 years of trials, this rose honours Prince Rainier III of Monaco.
- Adding to the display's Italian flavour were Vespa scooters, along with miniaturised paintings by craftsmen from Italian art studio Bottega Tifernate. Visitors enjoyed free opera performances in the Gardens over two days for the first time featuring soprano Marcella di Garbo and baritone Lorenzo Barbieri, as well as public workshops conducted by the Italian community.
- Gardens by the Bay also collaborated with local florists to present special rose-themed floral installations to complement the display, like this floral arch by Bucket Full of Roses, inspired by the idyllic Italian summer.
- Rose Romance** was widely highlighted in both local and Italian media. Minister in the Prime Minister's Office, Second Minister for Finance and National Development Indraneel Rajah also posted about **Rose Romance** on her social media, including a video recommending five romantic spots in the floral display for wedding proposals. Image credit: @indraneelrajah (Instagram)



Launched on 19 August 2022 by Senior Minister of State for Foreign Affairs and National Development Sim Ann, **Hanging Gardens – Mexican Roots** saw the Flower Field awash in the opulent colours synonymous with Mexico. Presented with the Embassy of Mexico in Singapore and supported by Bloomberg, the floral display paid tribute to Mexico's ancient civilisations with a showcase

of native food plants including tomatoes, chillies and corn, alongside plants common in Mexico. Visitors also enjoyed a film festival, culinary demonstrations and cultural performances curated by the Mexican Embassy, as well as craft activities held in collaboration with the Mexican Association in Singapore as part of **Hanging Gardens – Mexican Roots**.



(From left) Ambassador of Mexico to Singapore H.E. Agustín García-López Loaeza, Gardens by the Bay CEO Felix Loh, floral arch master artisan Mario Arturo Aguilar Gutierrez (in white shirt) and Senior Minister of State for Foreign Affairs and National Development Sim Ann at the launch of *Hanging Gardens – Mexican Roots*. The vibrant floral arch pictured in the background measured 8m by 5m, and was put together on site at Gardens by the Bay.



Specially brought in for the floral display were heirloom varieties of Mexican corn. Coming in a range of unusual hues, the corns have ancestry that can be traced back thousands of years.

8 *Hanging Gardens – Mexican Roots* offered an eye-opening peek into the country's rich history and folk arts, with representations of well-known icons of Mesoamerican civilisations like this Chac Mool sculpture incorporated within.

9 Intricate mosaic seed art medallions handmade by the Mexican community in Singapore also added visual and cultural interest to the display.



Spotlighting the Andalusia region's rich history, culture and heritage, *A Spanish Serenade with Sunflowers* marked Gardens by the Bay's first collaboration with the Embassy of Spain in Singapore and Spain Tourism Board. The display was officially opened by Minister in the Prime Minister's Office and Second Minister for Education and Foreign Affairs Dr Maliki Osman on 1 October 2022.

A Spanish Serenade with Sunflowers saw a profusion of cheerful sunflowers and popular Spanish garden plants burst into colourful bloom at Flower Dome.

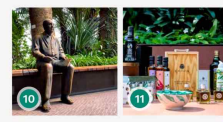
Interspersed among the flora were recreations of Spanish cultural assets like the renowned Patio de las Doncellas and iconic patio houses of the Andalusian city of Córdoba. Pockets of the Flower Dome also showcased Spanish arts and culture, including the life and artistry of Pablo Picasso and the over-two-century-old art of Flamenco dance. Meanwhile, Supertree Grove played host to "Evening with Duo Belacorde", a rousing violin and guitar concert presented in partnership with the Embassy of Spain that was free for all to attend.



(From left) Non-resident Ambassador to the Kingdom of Spain H.E. Jennie Chua; Ambassador of Spain to Singapore H.E. Mercedes Alonso Frayle; Minister Maliki Osman; Gardens by the Bay CEO Felix Loh and former Gardens by the Bay Deputy CEO Lee Kok Fatt at the launch of *A Spanish Serenade with Sunflowers*.

10 Mediterranean Garden hosted a recreation of the Pablo Picasso statue in the Plaza de la Merced in Malaga, the artist's hometown.

11 With Spain being among the world's largest olive oil producers, the Olive Grove transformed into an "olive museum" where visitors learnt about olive oil's uses in Spanish cuisine and how the plant shaped the Mediterranean region's development.



Over at Cloud Forest, *Orchids of Costa Rica – Resilient Beauty* was launched by Senior Minister of State for Foreign Affairs and National Development Sim Ann on 28 June 2022. Presented with the Embassy of Costa Rica in Singapore and the prestigious Lankester

Botanical Garden, this was the Gardens' first display themed around the country's native orchids. The display featured more than 30 interesting Costa Rican orchid species over two weeks and commemorated 35 years of diplomatic relations between Costa Rica and Singapore.



(From left) Ambassador of the Republic of Costa Rica to Singapore H.E. Victor Hugo Rojas Gonzalez and Senior Minister of State for Foreign Affairs and National Development Sim Ann taking a closer look at the orchids in *Orchids of Costa Rica – Resilient Beauty*.



Notable orchids featured included *Ornithocephalus inflexus* (pictured here), which produces spikes of dainty, crystalline green to white flowers that resemble birds in flight; and the endangered *Specklinia pfeifferi*, bearing striking yellow flowers covered in nectar-secreting warts which feed the fruit flies that pollinate them.



HEARTENING HAPPENINGS ALL YEAR ROUND

Bringing Back Signature Displays and Festivals

Crowd favourites like *Dahlia Dreams*, *Sakura* and the Gardens' year-end floral display returned in the year, as did signature programmes like *River Hongtiao*, *Mid-Autumn Festival*, *Children's Festival*, *Gardens by the Bay* and *Mediacorp National Day Concert*, as well as *Christmas Wonderland*.

Ahead of the first June school holidays since the lifting of pandemic restrictions, the flagship *Children's Festival* returned on 28 May 2022 with expanded family-friendly activities ranging from sports, arts and crafts, to reading and storytelling. Presented in collaboration with Kiztopia

and supported by Tote Board, *Children's Festival – Around the World with Kiztopia* was attended by some 376,000 visitors over its four-week run.

Festival highlights included eight vibrant giant inflatables in the shape of the adorable Kiztopia Friends characters, as well as two interactive zones where children tried their hand at sports and craft activities. The Gardens also pioneered collaborations with National Library Board and National Gallery Singapore that brought the *Rolling Art Truck*, *Art Carts* and *MOLLY* the mobile library to the Gardens for the first time.

(From left) Former Deputy CEO of Gardens by the Bay Lee Kok Fatt; Co-founder and Senior Consultant of Fei Yue Community Services Leng Chin Fai; CEO of Gardens by the Bay Felix Loh; Senior Minister of State for Foreign Affairs and National Development Sim Ann and Gardens by the Bay Board Director Sam Liew together with children from Fei Yue Community Services at the opening of *Children's Festival – Around the World with Kiztopia*.



12 The giant inflatables at *Children's Festival – Around the World with Kiztopia* each represented an iconic landmark of a country, such as Mount Fuji in Japan, the Sydney Opera House in Australia and Gardens by the Bay in Singapore. Visitors were also treated to a complimentary trail activity where they learnt interesting facts about the various countries.

Themed "Reunion", *Mid-Autumn Festival 2022* was launched by Senior Minister of State for Communications and Information and National Development Tan Kiat How with the light-up of the "Flight to the Phoenix" lantern set.



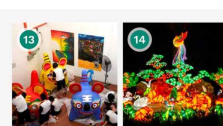
Former CEO of Yellow Ribbon Singapore Matthew Wee (left) and Senior Minister of State for Communications and Information and National Development Tan Kiat How adding the finishing touches to the "Five Blessings" lantern set at the festival's launch. Comprising five lantern tigers, this set was conceptualised and designed by 19 female inmates in collaboration with the Yellow Ribbon Project's Arts Behind Bars programme, as part of an initiative to provide a platform for inmates to showcase their artistic talents and give back to society through art.

13 Local media highlighted the Gardens' collaboration with Yellow Ribbon Project, and gave the public a behind-the-scenes glimpse at the painting of "Five Blessings" by female inmates in Changi Prison.

14 The impressive, 18m-tall "Flight to the Phoenix" depicted the phoenix soaring up a Supertree as different species of birds paid homage to it. It was inspired by the eponymous Chinese myth, which tells of how the phoenix saved other birds during a drought by generously sharing its food.

15 "The Colours of Daily Life" was featured in Prime Minister Lee Hsien Loong's Facebook cover photo.

Illuminating the Gardens alongside "Flight to the Phoenix" and "Five Blessings" were other lanterns embodying the spirit of reunion, such as "The Colours of Daily Life" crafted from hanji, a traditional Korean handmade paper, presented by the Embassy of the Republic of Korea in Singapore and Seoul Tourism Organization; "Joyous Reunion" featuring the 12 Chinese zodiac creatures; "Colourful Blossoms", a floral lantern arch composed of over 20 lantern peonies; as well as "Colonnade of Lights", a collection of 1,000 lanterns hand-painted by the community. *Mid-Autumn Festival 2022* also brought back two significant crowd favourites – the outdoor marketplace and outdoor cultural performances presented with support from the National Arts Council, with a special edition of *Garden Rhapsody*, *Tales of the Moon*, complementing the festivities. In all, the festival welcomed over 472,000 visitors from 27 August to 11 September 2022.



Lee Hsien Loong updated his cover photo. In the "Colours of Daily Life" display at this year's Mid-Autumn light-up at Gardens by the Bay, animal friends and family enjoy traditional Korean games of yut-noi and kite-flying. An apt and beautiful illustration of joyful daily life in a post-pandemic world.



HEARTENING HAPPENINGS ALL YEAR ROUND

GARDENS BY THE BAY • ANNUAL REPORT 2022/23



In time for National Day, **Orchid Stories of Singapore** was opened by Minister for National Development Desmond Lee on 4 August 2022.

Unveiled in Cloud Forest, the display spotlighted our nation's long love affair with orchids through a vibrant showcase of over 40 local and regional hybrids whose lineages stemmed from Singapore hybrids.

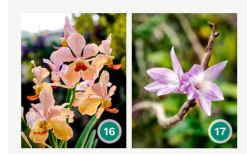


At **Orchid Stories of Singapore**, Minister for National Development Desmond Lee and local orchid breeder Syed Yusof Alsagoff look at **Aranda** Noorah Alsagoff, a local orchid hybrid bred by Noorah's father, the prolific orchid breeder Syed Yusof Alsagoff. Image credit: Ministry of National Development

Celebrating our nation's innovative spirit and horticultural history, **Orchid Stories of Singapore** featured heritage orchids like **Papilionanda** (Vanda) Tan Chay Yan, **Aranda** Noorah Alsagoff and **Aranda Bertha Braga** – hybrids of superb quality created by local breeders that catapulted Singapore to international prominence in the orchid world – as well as unique lowland-highland crosses bred by Gardens by the Bay. The display also told the story of how orchids became intertwined with Singapore's history, culture and economy.

16 A golden pink-apricot hybrid orchid bred by Robert Tan Hoon Seng and named after his father, **Papilionanda** (Vanda) Tan Chay Yan was awarded a Gold Medal and a prestigious First Class Certificate (FCC) from the Royal Horticultural Society at the Chelsea Flower Show, as well as a trophy for the best Vanda in the second World Orchid Conference in Hawaii in 1957. These sensational achievements firmly established Singapore on the world orchid map.

17 Also displayed at **Orchid Stories of Singapore** was **Dendrobium Kiat Tan**, the first lowland-highland orchid hybrid created by Gardens by the Bay as part of its orchid hybridisation programme and named after its founding CEO, Dr Kiat W. Tan.



The fourth collaboration between Gardens by the Bay and Mediacorp, **Gardens by the Bay and Mediacorp National Day Concert 2022** was hosted on-site again following two online editions.

A popular fixture on the Gardens' calendar of events, the concert entertained Singaporeans with delightful musical performances and comedy segments fronted by multicultural homegrown talents in celebration of our nation's 57th birthday. Concert-goers enjoyed

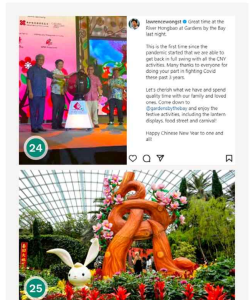
family-friendly activities ahead of the concert as well as meet-and-greet sessions with artists before the event culminated in a spectacular aerial display of 500 drones in the formation of the Singapore flag. **Gardens by the Bay and Mediacorp National Day Concert 2022** was broadcast on national television on 13 and 20 August 2022, with subsequent telecasts on Mediacorp's various digital platforms including meWATCH, Channel 5 and Mediacorp Entertainment on YouTube, reaching over 500,000 viewers.

Kicking off 2023 on an auspicious note was **Dahlia Dreams**, featuring various incarnations of 100 bunnies frolicking among over 2,000 colourful flowering plants in Flower Dome to usher in the Year of the Rabbit. Plant highlights included some 40 vibrant dahlia varieties from Europe nurtured to bloom from tubers by the Gardens' horticulturists that shared the stage with festive flora like azaleas, gurnianias, marigolds, peach blossoms and pussy willows. Integrated throughout the display were Chinese cultural aspects like the art of paper-cutting, lion dance, Chinese New Year goodies and spring couplets.

21 Showy dahlia dinnerplate varieties on display included **Dahlia Striped Vulcan**, which sported spiky yellow and red-striped blooms.

22 An interpretation of the beloved Aesop's fable "The Hare and the Tortoise" played out across various scenes in **Dahlia Dreams**, with the two animals working together to win the race.

23 **Dahlia Dreams** welcomed close to 60 ex-offenders and their families as part of a community outreach initiative by Lianhe Zaobao in collaboration with charity Neudun Fund. The visit was supported by the Gardens' **Gift of Gardens** programme and reported in Lianhe Zaobao. Image credit: Neudun Charity (Facebook)



Augmenting Chinese New Year celebrations at Gardens by the Bay was **River Hongbao**, presented in hand with the Singapore Federation of Chinese Clan Associations and River Hongbao Organising Committee.

Held from 20 to 28 January 2023, River Hongbao attracted close to 500,000 visitors and brought 18 giant lantern sets including the signature God of Fortune lantern, amusement rides, carnival games, themed live stage performances, as well as the popular River Hongbao Food Street to the Gardens.

24 River Hongbao 2023 was opened by Deputy Prime Minister Lawrence Wong on 20 January 2023 with the launching of fireworks from the Supertrees. Event highlights were featured in Deputy Prime Minister Lawrence Wong's Facebook post and Instagram reel. Image credit: @lawrencewongst (Instagram)

25 **Dahlia Dreams'** centrepiece was a 6m-tall River Hongbao lantern set of a majestic magnolia tree in the shape of the word 福, or rabbit in Chinese.



halimahyacob @ Delighted to attend Gardens by the Bay and Mediacorp National Day Concert 2022 this evening.

After a two-year hiatus due to the pandemic, I'm glad that the concert could be held physically at Gardens by the Bay this year. It was heartwarming to see so many families clad in red and white, waving their flags proudly, and celebrating Singapore's 57th birthday together.

I thank Gardens by the Bay and Mediacorp for pulling up an uplifting concert and showcasing our homegrown artists. MCI Photos by Tyrol

National Day Concert 2022 was graced by Guest-of-Honour then-President Halimah Yacob and Mr Mohamed Abdullah Alhabshee. Image credit: @halimahyacob (Instagram)

A special 10th anniversary edition of Gardens by the Bay's popular year-end floral display, **Seasons of Bloom** was launched on 9 November 2022 by Deputy Prime Minister Lawrence Wong, and featured familiar Yuletide elements alongside different seasons of flora that the Gardens brought to Singaporeans in the last decade. The Gardens also hosted Nordic Day in collaboration with the embassies of Denmark, Finland, Norway and Sweden, where visitors enjoyed Nordic-themed activities and various Christmas programmes to complement the display.

18 Deputy Prime Minister Lawrence Wong launching the **Seasons of Bloom** floral display at Flower Dome.

19 Vibrant seasonal flowers that flourished in the display included snapdragons, delphiniums, zinnias and cyclamens, as well as a dramatic Christmas tree made out of poinsettias.

20 In a season that is about giving, the floral display featured 10,000 Christmas ornaments hand painted by beneficiaries from The Salvation Army, It's Raining Raincoats, Migrants x Me and Gardens by the Bay's volunteers.

In partnership with Blue Sky Events, the highly-anticipated **Christmas Wonderland** made a comeback to Gardens by the Bay for its ninth edition from 2 December 2022 to 1 January 2023. Visitors enjoyed highlights including a regal 21m-tall Spalliera crafted by Italian artisans using 103,000 light bulbs and assembled over 30 days, a towering Whimsical Windmill set amidst 250 candy-cane-shaped decorations, the 50m-long Walk of Lights lit by more than 50,000 LED lights as well as an impressive double-storey Venetian horse carousel hand-painted by European artisans as they explored six unique festival zones spread across the outdoor gardens.



Opened on 15 March 2023 by Deputy Prime Minister and Coordinating Minister for Economic Policies Heng Swee Keat together with the Ambassador of Japan to Singapore H.E. Hiroshi Ishikawa and Gardens by the Bay CEO Felix Loh, the eighth edition of **Sakura** brought visitors on a sight-seeing trip through a changing landscape featuring scenes and landmarks associated

with Japan, as well as fresh display interpretations of the delicate cherry blossoms with a showcase of Ikebana pieces. Cultural workshops and performances presented with the Embassy of Japan in Singapore's Japan Creative Centre in tandem with the display also offered visitors a deeper appreciation of Japanese culture.



At **Sakura's** launch, Deputy Prime Minister Heng Swee Keat engaged in a meet-and-greet session with **Sakura Afro Pikachu**, which made its first-ever appearance outside of Japan at the floral display.

26 A delightful sight as part of the **Sakura** journey: toy trains traversing picturesque scenes dotted with cherry blossoms.

27 Displays of **Sakura Afro Pikachu** and several first-generation Pokémon were interspersed throughout Flower Dome as well.





Other Programmes

Further enriching the programming line-up were collaborations with various community partners that brought the following public events to Gardens by the Bay in the year:

- Swiss Weeks 2022: An evening with Swiss-Singaporean pop songstress, Tabitha Nausier
- Take a Paws by Animal Assisted Interactions SG
- World Strings Day
- RVSP Bonding Session
- Sun Yat Sen Nanyang Memorial Hall Travelling Exhibition – Celebrating Commonalities: Festive Customs in Singapore
- SCO Concert
- Mums for Life Wellness Day
- Picnic by the Bay
- The Big Sit
- CDAC Mass Sing-Along @ Mid-Autumn Festival 2022
- A Date Under The Stars by Music Dreamer
- Move for Dyslexia 2022
- Beyond The Label Festival 2022
- BBC Earth Screening Festival
- National Library Board's Nodes at Parks – The Sustainability Showcase
- Yellow Ribbon Community Arts Festival 2022
- US 7th Fleet Band
- SSO Music in the Meadow
- Serendipity by NTU Hall 5 Jamband
- Kindsville by Singapore Kindness Movement
- Happy Me Happy You workshops by En Community Services Society

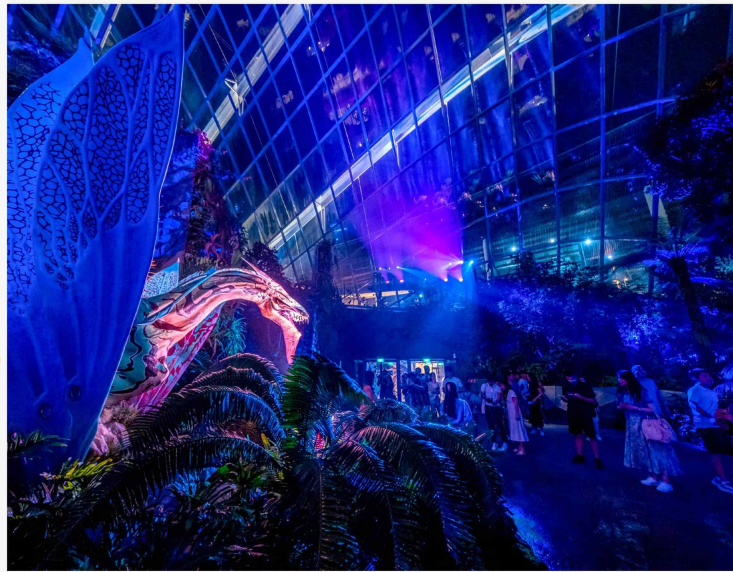
Looking Ahead

In its 11th year, the Gardens will continue to further efforts in presenting fresh floral displays as well as quality programmes for all through sustained and strategic partner collaborations. Come September 2023, visitors can look forward to a Mass Lantern Walk as part of Mid-Autumn Festival.



HEARTENING HAPPENINGS ALL YEAR ROUND

GARDENS BY THE BAY • ANNUAL REPORT 2022/23



Heightening Visitor Experience



HEIGHTENING VISITOR EXPERIENCE

GARDENS BY THE BAY • ANNUAL REPORT 2022/23



Heightening Visitor Experience



FY 2022 Visitorship
Over 9.4 million

Visitor Satisfaction
91.5%

Total Visitorship Since Inception
(as of 31 March 2023)
Over 93.3 million

Conducted **119** drop-in activities &
ASK Me! Tour sessions for the public,
attended by **over 17,400** participants

Growing beyond its 10th year, Gardens by the Bay continues to augment and revitalise its offerings in tandem with evolving visitor needs. In deepening engagement and offering guests more to see and do at the Gardens, new spaces and fresh dining concepts were launched in the year, alongside exciting pop-up experiences curated with visitors in mind. New services and amenities were also introduced to further augment visitor experience.



HEIGHTENING VISITOR EXPERIENCE

Garden Pod

The launch of **Garden Pod** offers a novel option for visitors to stay overnight at the Gardens in comfort and style. The new pop-up accommodation by Shipping

Container Hotel (SCH) was opened by Minister of State, Ministry of Culture, Community and Youth & Ministry of Trade and Industry Low Yen Ling on 1 September 2022.



(From left) SCH Founder Seah Liang Chiang; Minister of State, Ministry of Culture, Community and Youth & Ministry of Trade and Industry Low Yen Ling; Singapore Tourism Board Chairman Chaiy Mah and Gardens by the Bay CEO Felix Loh officially open Garden Pod.

Nestled within the tranquil Serene Garden and set against a panoramic view of the Marina Bay city skyline, Garden Pod provides fresh recreational opportunities for local residents and overseas visitors alike with a unique garden stay experience. Designed by President's Design Award winner LAUD Architects in line with sustainability principles, Garden Pod comprises four duplex suites constructed from repurposed 40-foot shipping containers in a distinctive pinwheel arrangement. In curating a uniquely Singaporean hospitality experience, the accommodation features a selection of locally-made artisan room supplies including an elegant room scent by Singaporean luxury niche fragrance house Maison de L'Asie, as well as drinking glasses and coasters crafted from sustainable materials by homegrown companies. Garden Pod's launch was widely carried by local mainstream and lifestyle media across print, digital and broadcast channels; as well as regional and international media including Business Insider US and TIO Asia.



Garden Pod is fitted with double-glazed glass and photovoltaic panels harvesting clean solar energy that contributes up to 80% of its energy needs.



Bay East Garden and Founders' Memorial Project

Preparation works for the upcoming **Founders' Memorial** at Bay East Garden continued in the year. A travelling Founders' Memorial exhibition and public call for artefacts kicked off at Gardens by the Bay in April 2022.

Plans for Bay East Garden, targeted to open together with the Founders' Memorial, were highlighted in an extensive story by The Straits Times. Subsequently picked up by Berita Harian and The Straits Times Life, the story featured Bay East Garden as an upcoming development designed with sustainability in mind.



HEIGHTENING VISITOR EXPERIENCE

New Spaces to Bond and Play

Active Garden



Former President Halimah Yacob samples the scent of a Salak snakegrass (*Clinacanth nutans*) cultivated by volunteers at Active Garden's community garden as Minister for National Development Desmond Lee looks on.

The 1-ha **Active Garden** was officially opened on 2 April 2022 by former President Halimah Yacob. Developed with support from Tote Board, this purpose-built green

space is designed to encourage intergenerational bonding between people of all ages and abilities through meaningful physical, social and learning activities.



Active Garden was highlighted on the social media accounts of former President Halimah Yacob and Minister for National Development Desmond Lee. The opening of this intergenerational space was also covered extensively by local media. Image credit: @desmond.lee (Instagram)

There is something for everyone at the freely-accessible **Active Garden**, which is outfitted with:

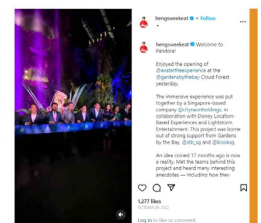
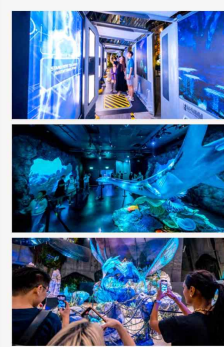
- Multi-generational fitness equipment;
- Interactive outdoor musical instruments;
- Classrooms conducive for community activities;
- Lush open spaces – Moongate Lawn and Active Garden Lawn – for recreation and activities;
- A commodious event space, Waterfront Plaza;
- A thriving community garden where more than 50 types of vegetables, herbs and fruits are grown and maintained by the Gardens' volunteers; as well as
- A popular pet-friendly cafe, Mylo's.

New Ways to Experience the Gardens

Several pop-up attractions were presented in conjunction with established partners to enrich visitor experience. Leveraging the fresh perspectives and possibilities that augmented reality (AR) and digital elements offered, these novel experiences enabled visitors to enjoy the Gardens in yet more ways.

Avatar: The Experience

In partnership with NEON Group, **Avatar: The Experience** opened in Cloud Forest on 28 October 2022. Inspired by the eponymous global highest-grossing film, the immersive walkthrough experience saw Cloud Forest transform into the captivating world of Pandora with its characteristic bioluminescent environments, fantastical creatures, fascinating flora, and indigenous people, the Na'vi. Resonating strongly with the Gardens' sustainability message, **Avatar: The Experience** raised awareness of nature's value and the importance of environmental conservation as it wowed visitors with state-of-the-art interactives and content. The exhibition has since welcomed over 1 million visitors.



The opening of **Avatar: The Experience** was highlighted in Deputy Prime Minister Heng Swee Keat's social media post. Image credit: @hengsweekeat (Instagram)

Avatar: The Experience was covered extensively in local news and lifestyle media outlets, including a cover story in The Straits Times Life. Having welcomed over 2,000 beneficiaries since its opening, media also picked up on several beneficiaries' visits to **Avatar: The Experience**, including a visit by beneficiaries of the ST School Pocket Money Fund which was covered in The Straits Times; as well as a visit by a terminally ill individual facilitated by Ambulance Wish Singapore and various partners, featured on Channel NewsAsia Online.



HEIGHTENING VISITOR EXPERIENCE

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Seeing the Invisible

Adding a new dimension to Gardens by the Bay's public art offerings was **Seeing the Invisible**, a free art exhibition conducted entirely through augmented reality (AR) that opened on 12 October 2022. Initiated by Hannah Rendell, Executive Director at the Jerusalem Botanical Gardens and Candida Gertler, co-founder of Outset Contemporary Art Fund with support from The Jerusalem Foundations Innovation Fund, *Seeing the Invisible* is the first exhibition of its kind to be developed as a joint venture among botanical gardens around the world. This year marked the event's second season, for which Gardens by the Bay was the sole Asian representative among 10 participating host gardens from around the world.

Co-curated by Hadas Maor and Tal Michael Haring, *Seeing the Invisible* brought AR works by 12 international artists including Ai Weiwei, El Anatsui, Isaac Julien CBE RA, Mohammed Kazem, and Sigalit Landau to Gardens by the Bay. The exhibition's unique AR nature enabled visitors to enjoy expansive, immersive artworks that engaged with the Gardens' natural landscape features beyond the limitations of what is possible with physical pieces.



- 1 Mohammed Kazem's *Directions (Zero)* was among the AR artworks featured as part of *Seeing the Invisible*.
- 2 A free application (app) designed for the exhibition enabled visitors to personally engage with the artworks.



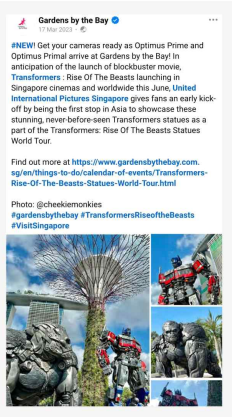
HEIGHTENING VISITOR EXPERIENCE

The Lost Fairy

The Lost Fairy, a free interactive mobile app, delivered a brand-new digital storytelling experience to visitors as they explored *Floral Fantasy*. Developed with the Singapore Tourism Board, *The Lost Fairy* featured AR elements that highlighted the attraction's interesting plants and aspects, complemented by vibrant video and photo-taking filters specially designed to complete the experience.

Collaborating with Brand Partners

The Gardens also worked with strong brands to add interest to the outdoor gardens. Early 2023 saw Silver Garden host two towering Transformer statues, brought to the Gardens by United International Pictures Singapore ahead of launch of the popular movie franchise's latest installment; as well as an immersive installation by Porsche featuring Scotland-based artist Chris Labroy's colourful artwork, "Dream Big".



Refreshed F&B and Retail Offerings

In considering visitor experience holistically, the Gardens also sought to reinvent itself on the retail and F&B fronts, with a keen eye on destination business and dining.

Growing Retail Reach and Experience

Collaborating with another iconic homegrown brand, Gardens by the Bay launched its **KrisShop** page on 2 June 2022 to further expand its e-commerce footprint and heighten accessibility. Beyond growing mindshare and extending its reach to frequent travellers through this new partnership with Singapore Airlines' flagship retailer, the Gardens' KrisShop page provides customers yet another convenient way to shop and utilise their KrisFlyer miles.

In offering merchandise that is both unique and relevant, the Gardens worked with merchandising partners to offer **licensed products** in line with its programming themes. These included well-received Avatar-themed and Pokémon characters merchandise, which were brought to the Gardens' gift shops to complement Avatar: *The Experience* and *Sakura*.

A refreshment buggy was deployed from December 2022 to bring the retail experience to visitors on the go. Plying the outdoor gardens daily, the refreshment buggy carries an assortment of delectable drinks,



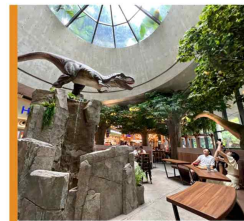
Licensed merchandise offered in the Gardens' retail shops in tandem with *Avatar: The Experience*.

Ice cream and snacks perfect for the hot weather. On-site shopping offerings at the Gardens were also further augmented with the *Floral Fantasy* gift shop's reopening in January 2023.

Expanded Dining Offerings

Enlarging the Gardens' stable of F&B offerings was the new dinosaur-themed **Jurassic Nest Food Hall**. Opened on 18 November 2022, Jurassic Nest Food Hall features seven new dining concepts comprising Michelin-rated culinary brands like Hawker Chan, Tsuta, Bismillah Biryani and Nasi Lemak Ayam Taiwang. In addition to having something delicious for everyone, this family-friendly dining destination is set amidst a landscape populated by 18 life-sized dinosaurs including a collection of animatronic dinosaurs that roar to life hourly. Young visitors can also embark on Jurassic Encounter, an educational trail in the outdoor gardens complementary to Jurassic Nest Food Hall, to learn about flora and fauna that have existed since prehistoric times.

Also launched in the year was **Hopscootch**, a homegrown restaurant and bar known for its signature craft cocktails. With these enhancements, visitors can now choose from 13 diverse dining options rooted in established brands and distinct concepts to complete their Gardens by the Bay experience.



One of Jurassic Nest Food Hall's highlights is an animatronic T-rex that roars to life during hourly dinosaur shows.

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Enhanced Visitor Services

Celebrating Life's Key Moments at the Gardens

A popular backdrop for celebrating key moments of life, the Gardens further diversified its offerings by making selected venue spaces available for **short-duration marriage proposal rental**. This new initiative has seen an encouraging uptake, and has been particularly well-received by overseas guests amidst the resumption of international travel.

Active Garden was designated a Family Zone by the Ministry of Social and Family Development in

November 2022, where families can spend time together meaningfully, strengthen bonds and mark life milestones. As part of this collaboration, Ficus Room, one of the facilities in Active Garden, is offered as a wedding solemnisation venue by the Registries of Civil and Muslim Marriages.

Meanwhile, the Gardens continued to be a preferred destination for pre-wedding photography.



The designation of Active Garden as a Family Zone was highlighted in former President Halimah Yacob's social media post. Image credit: @halimahyacob (Instagram)

halimahyacob 11 I spent a heartwarming afternoon with many families, as we launched the Family Zone at Gardens by the Bay today. The family zone is a legacy project in this year of Celebrating 50 Families (50F). Families can enjoy different activities there, from celebrating special occasions like weddings to having fun at family-bonding events like picnics by the lake (PFL). Families are the backdrop of our...

Opening of Gardens by the Bay MRT Station

Connectivity to the Gardens was further enhanced with the opening of the new **Gardens by the Bay MRT station** (TE22). Located near Satay by the Bay, Gardens by the Bay MRT station is one of 11 stations on the Thomson-East Coast Line (Stage 3) that opened officially for passenger service on 12 November 2022, and provided visitors with greater convenience in getting to the Gardens by public transport.

A Nod to Service Excellence



The Excellent Service Award (EXSA) recognises individuals committed to delivering exceptional service and scaling new heights. For the 2022 edition of EXSA, Gardens by the Bay achieved a record number of 51 winners who were conferred the Star, Gold and Silver awards.

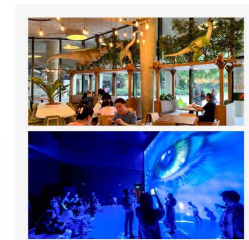
- 3 Mahfuzah Binte Kosani (third from left) from Security won the Shining Star award – the highest Superstar Award category honouring the best of the Star award winners. A committed, enthusiastic and agile individual, Mahfuzah has exemplified service excellence and resourcefulness in all her efforts to enhance service efficiencies and standards.



Looking Ahead

Visitors can look forward to the new digital *Dinotopia* trail in the outdoor gardens, designed to complement their experience at Jurassic Nest Food Hall. The Conservatory gift shop will also be revamped for a refreshed look and an even better shopping experience.

Meanwhile, enhancement and expansion of public WiFi service coverage in the Gardens is underway for an improved visitor experience.



HEIGHTENING VISITOR EXPERIENCE

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Flourishing Green Tendrils



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Flourishing Green Tendrils



The Gardens' Plant Collection in Numbers

- **Conservatories**
71,210 plants of 3,328 taxa
- **Outdoor Gardens**
950,960 plants of 6,310 taxa
- **Bay South Garden**
1,054,185 plants of 9,547 taxa

99 new plant taxa introduced in FY 2022, comprising

- 29 new taxa in the outdoor gardens
- 23 new taxa in Cloud Forest
- 47 new taxa in Flower Dome

Ten years on, research efforts continue to play a key role in deepening the Gardens' knowledge of plants and driving the success of its popular floral displays. Gardens by the Bay collaborated with various industry stakeholders in the year, ranging from overseas counterparts to international plant breeding and substrates companies, to create greater synergies and enable various initiatives to further research and horticulture. Meanwhile, the Gardens' indoor and outdoor collections were augmented by ongoing plant introduction, propagation, and breeding initiatives.

Collaborating to Further Research & Horticulture

Hosting the Region's First Industry Flower Trial

Responding to an identified gap in large-scale floral trial events in the region, Gardens by the Bay partnered world-renowned breeder companies to spearhead and host a flower trial for the horticultural industry on 30 June 2022 – a first of its kind in Southeast Asia.

Highly anticipated events within the international horticultural industry, flower trials benefit the horticultural industry in various ways. Besides opportunities to hone their floriculture expertise and knowledge of the latest horticultural techniques

and methods, the trials offered another avenue for the Gardens' horticulturists to glean fresh ideas and build relationships with suppliers. Local and regional industry players can preview new cultivars ahead of their market debut and network with other industry stakeholders to explore new business opportunities, while breeder companies get an opportunity for product development and a foot in the regional horticultural industry. New cultivars produced from these trials also offer plant enthusiasts more options with which to grow their personal collection.



The inaugural industry flower trial at Gardens by the Bay provided an opportunity to preview 150 flowering plant cultivars that thrive in the sunny tropics ahead of their introduction to the market. These new cultivars were bred by five major breeder companies from around the world – Syngenta from Switzerland, Pan-American Seed from the USA, Dümnen Orange from the Netherlands, as well as Sakata and Takii from Japan – who also funded the trial alongside leading German substrate company Klasmann-Deilmann. Showcasing tropical plants grown in Singapore by Gardens by the Bay's horticulturists and sharing results relatable to regional growers, the well-received flower trial attracted sign-ups from local

nurseries, as well as those from Malaysia, Vietnam, Thailand, Indonesia, and Pakistan.

News of the Gardens hosting the first industry flower trial in Southeast Asia was widely reported in local mainstream media. Besides former Deputy CEO of Gardens by the Bay Lee Kok Fatt, who shared with The Straits Times and Lianhe Zaobao on such a trial's benefits for the horticultural industry, several industry players including participating breeder companies and growers, as well as the Gardens' international research advisory panelist Professor Paul Fisher, were also interviewed by media.



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Partnering Lankester Botanical Garden

In deepening their collaboration beyond curation of the *Orchids of Costa Rica – Resilient Beauty* floral display, Gardens by the Bay inked a Memorandum of Understanding (MOU) with Costa Rica's Lankester Botanical Garden. The MOU served to further the two institutions' cooperation in the exchange of scientific knowledge, technical expertise, and research interests.

- 1 The MOU with Lankester Botanical Garden was signed by Gardens by the Bay CEO Felix Loh and Director of Lankester Botanical Garden Dr Adam Karremans on behalf of the two gardens. Ambassador of the Republic of Costa Rica to Singapore H.E. Victor Hugo Rojas Gonzales and Senior Minister of State for Foreign Affairs and National Development Sim Ann witnessed the MOU signing ceremony.
- 2 Dr Adam Karremans, Director of Lankester Botanical Garden and an expert in orchids native to Costa Rica and orchids of the Pleurothallid alliance, was invited to share his research findings on Pleurothallid at the launch of *Orchids of Costa Rica – Resilient Beauty*.



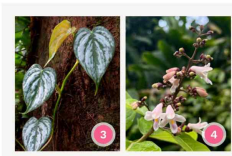
Collaborating to Further Research & Horticulture

Close to 100 new taxa were introduced in FY 2022 to augment the Gardens' plant collection, including several that were brought in to strengthen key collections in the conservatories.

Plant Introduction

Enriching the outdoor gardens' collection were new species or taxa like silver-leaf philodendron (*Philodendron brandtianum*), Dalrymple's white beech (*Gmelina dalrympleana*), *Coleus scutellaroides* cultivars, and white wanga palm (*Pigafetta filaris*), Meanwhile, floral

additions like *Anigozanthos* 'Tenacity', *Ornithogalum dubium*, *Lilium davidii*, *Alcea rosea* 'Indian Spring', *Rhododendron orbiculatum*, *Farfugium japonicum*, and Chilean lantern tree (*Crinodendron hookerianum*) injected colour to the conservatories' plant palette.



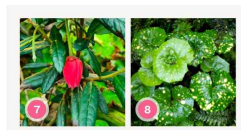
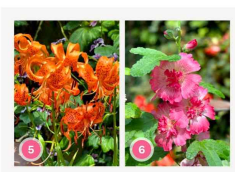
- 3 A slow-growing aroid species, the silver-leaf philodendron (*Philodendron brandtianum*) produces heart-shaped leaves with characteristic silver, reflective markings. While often grown as a trailing potted plant, specimens in the Gardens can be spotted growing on the trunks of the silver Bismarck palms (*Bismarckia nobilis*) at Silver Garden!
- 4 Contrary to its common name, the Dalrymple's white beech (*Gmelina dalrympleana*) is not a beech tree (*Fagus* sp.) but in fact a member of the mint or sage family. Native to tropical Australia and New Guinea, this dainty tree is planted near Gardens by the Bay MRT station, and produces clusters of attractive, small pink flowers.



FLOURISHING GREEN TENDRILS

- 5 Native to East Asia from the mountainous areas of the eastern Himalayas to southern China, *Lilium davidii* features numerous flowers borne on tall inflorescences with unique, re-curling tepals. Notwithstanding its attractive flowers, this species is typically grown for its edible bulbs. Find it at Flower Dome's Rose Border!

- 6 Commonly known as hollyhock, *Alcea rosea* was introduced to the Mediterranean from south-western China and traditionally used as an emollient and anti-inflammatory herbal medication. This cultivar, 'Indian Spring', is an All-America Selection winner known for its towering floral spikes in various shades of pink and another new addition to Flower Dome in the year.



- 7 Planted at Cloud Forest's Orchid Haven, *Crinodendron hookerianum*, commonly known as the Chilean lantern tree, is an evergreen shrub in the family Elaeocarpaceae. It is endemic to Chile, where it grows in humid and shady places.
- 8 Also known as the leopard plant, *Farfugium japonicum* is a clump-forming perennial in the family Asteraceae. Native to Japan and eastern Asia, this plant grows in moist meadows and near water bodies. It now thrives in the cool-moist Cloud Forest.

Building Key Indoor Collections

In tandem with plant introduction efforts, the Gardens bolstered selected indoor plant collections of significant visitor interest.

Towards further establishing Flower Dome's key plant collections, several new geranium (*Cranesbill*) species native to the UK, Türkiye and the Balkans, as well as horticultural cultivars with superior flowering traits, were added in the year. Extensive propagation of the critically endangered *Geranium maderense* was also carried out in the year, maintaining a robust, ex-situ population of this species endemic to the Portuguese island of Madeira at Gardens by the Bay.

Flower Dome's fuchsia collection, well-loved by visitors for their attractive inverted blooms that resemble hanging lanterns, was also built up in the year. This collection of free-flowering plants welcomed new, award-winning cultivars like 'Deep Purple' which features indigo-violet flowers and 'New Millennium', sporting unusual, nearly black petals; as well as interesting species such as the rare white form of *F. boliviana* and *F. procumbens*, a unique creeping fuchsia that makes for an ideal groundcover.

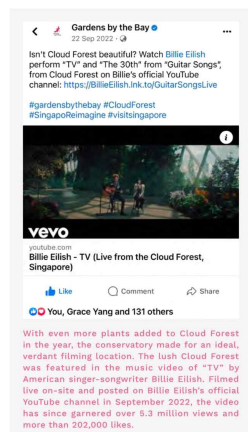
Meanwhile, Cloud Forest's nepenthes and vireya rhododendron collections were invigorated with the addition of eight nepenthes species that included the extremely rare *N. lowii*, *N. harnata* and *N. glandulifera*, as well as eight rhododendron species and seven vireya cultivars.



Fuchsias Geranium maderense



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Orchid Breeding

The ongoing orchid breeding programme added more interesting hybrids from this diverse family to Gardens by the Bay's collection in the year. Notably, a special orchid, *Dendrobium* Gardens by the Bay 10th Anniversary (*Dendrobium* Milo x *Dendrobium* racianum), was bred to commemorate the Gardens' decennial.



Known for its sizable orchid collection, Gardens by the Bay was featured in an episode of CNN's 'Quest's World of Wonder', an international travel show presented by news anchor Richard Quest. The programme brought Quest, an orchid enthusiast, to Floral Fantasy, OCB Skyway, and Cloud Forest's Orchid Haven, where horticulturist Lim Mei Leng, formerly from the Gardens' Orchid Team, shared some orchid care tips with him.



(From left) *Syzygium malaccense* f. *variegatum*, *Begonia formosana* f. *albo-maculata*, *Osmoxylon talaudense* and *Monolena primuliflora* 'Midnight Glory' were among the unusual cultivars offered at the Plantsman's Fair.

Exploring Innovative Plant Packaging and Transport Solutions

Complementing efforts to enhance display of the Gardens' plants, the Research & Horticulture team developed two new, simple methods that significantly increase efficiency and reduce plant damage in transit. Biodegradable honeycomb paper was used to wrap fragile plants, offering a secure, sustainable packaging solution that also provides added cushioning to protect against impact damage. Meanwhile, plants were loaded on tiered Dutch trolleys instead of being transported singly in pots to maximise space, resource usage and transportation efficiency.



Pursuing Horticultural Excellence

The Gardens also participated actively in conferences and flower shows to advance the exchange of horticultural knowledge and showcase the best of its plant collections.



Asian Pacific Biochar Conference 2022

Senior Researcher Dr Janelle Jung was an invited speaker at the Asian Pacific Biochar Conference 2022 held in Seoul, South Korea from 24 to 27 October 2022. At the conference, Dr Jung gave a presentation entitled 'A Biochar-based Circular Economy Pilot Study at Gardens by the Bay, Singapore: Locally Produced Biochar as a Partial Replacement for Horticultural Peat', which was based on a previously published biochar-based collaborative research with the National University of Singapore and Singapore Food Agency. An abstract of the presentation was published in the conference proceedings.

Dr Jung was also invited to participate in an industry roundtable that advised South Korean policymakers and industry leaders on the development of the local biochar industry, and offered recommendations for national biochar use standards in South Korea.



FLOURISHING GREEN TENDRILS

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Singapore Garden Festival (SGF) Orchid Show 2022

Gardens by the Bay submitted 35 plant entries for the SGF Orchid Show 2022. In all, 19 orchids submitted by the Gardens won a total of 24 prizes at the Show,

including nine First Ribbons, five Trophies and three Judges' Commendation awards.

Jasmy Phua from the Gardens' Orchid Team receiving a trophy from Minister for National Development Desmond Lee at the National Orchid Garden's Burkill Hall.



Gardens by the Bay's winning *Dendrobium Jiali Mikotae* specimen.



Other award-winning plants submitted by Gardens by the Bay to the SGF Orchid Show 2022.

Looking Ahead

Following a successful first edition, the regional industry flower trial will return to Gardens by the Bay in November 2023 for its second run.

In further showcasing its orchid collection, the Gardens plans to participate in the Orchid Society of Southeast Asia (OSSEA) Orchid Show come April 2023, and contribute competition plants for the upcoming 14th Asia Pacific Orchid Conference in August 2023. A new floral display themed around the orchids of Machu Picchu is in the pipeline as well. Towards furthering the display and care of orchids, plant trials to enhance growth rates and study flower induction will be carried out in the coming year.

On the plant production front, trials aimed at increasing the yield of new species and cultivars by 5% or more will be conducted. Meanwhile, inter-department efforts to introduce and produce new, novel plant materials to support floral displays as well as permanent plantings in Flower Dome will continue.



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Intensifying Sustainability Efforts

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INTENSIFYING SUSTAINABILITY EFFORTS

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Intensifying Sustainability Efforts



An important principle that underpinned the Gardens' design and development ten years ago, sustainability continues to steer the organisation's course forward as it looks ahead to the next decade. Besides providing a platform to foster deeper sustainability awareness in the public, the Gardens also sought to reduce its carbon footprint and pursue greater operational sustainability.



INTENSIFYING SUSTAINABILITY EFFORTS

(From left) Gardens by the Bay CEO Felix Loh, ITE CEO Low Khah Gek, Minister for National Development Desmond Lee and RP Deputy Principal (Academic Services) Dr Michael Koh at the MOU signing with ITE and RP.



Wonderful Wetlands' launch generated much media buzz locally. An extensive interview with Senior Assistant Director of the Gardens' Sustainability Office Rodricks Wong, who shared about Kingfisher Wetlands and Wonderful Wetlands, was aired on Chinese radio station Hao FM and featured in a Facebook video.



Rodricks (second from left) and Dr Genevieve Saw from DAI (third from left) were interviewed by Hao FM DJs Jingyun and Da Ming on Wonderful Wetlands.

Towards nurturing a culture of sustainability in the community and prompting visitors to sustainable action, the Gardens introduced the **Nature and Sustainability Tours** in December 2022, made possible with Keppel Care Foundation's generous commitment of a \$300,000 donation. Leveraging Gardens by the Bay as a working model for sustainable development and conservation, these free hour-long walking tours conducted by professional guides use interesting, real-life examples in the outdoor gardens and conservatories to illustrate various nature and sustainability-related concepts to the layman. Slated to run till 2025, the tours cover five themes across eight routes. For the reporting year, 86 tours were conducted for over 1,200 participants from all walks of life.

At a Glance: Nature and Sustainability Tours

- Carbon and Climate:** Participants will learn about the "carbon rainbow", as well as the Gardens' sustainable energy, waste and resource management practices.
- Urban Wetlands:** Centred on urban wetlands' role in the face of climate change, this tour brings participants to Kingfisher Wetlands. There, they learn about native flora and fauna, as well as sustainable features incorporated into this area.
- Biodiversity and Ecosystems:** Designed in hand with Gardens by the Bay's Research & Horticulture department, participants explore the world's different habitats and learn about adaptive features that enable organisms to survive in harsh conditions.
- Seeds and Senses:** Created in collaboration with the Gardens' Research & Horticulture department, the Seeds and Senses tours comprise four different routes. Covering the senses of smell, touch, sight and taste respectively, these tours challenge participants to rethink their perceptions of plants.
- Energy and Water:** Participants deep-dive into the Gardens' smart engineering and architectural features, incorporated to plan and design for sustainable cycles in energy and water use.



INTENSIFYING SUSTAINABILITY EFFORTS

Partnering Stakeholders in the Sustainability Mission

Gardens by the Bay strove to engage and involve diverse stakeholders on its sustainability journey through various outreach initiatives.

Sustainability Outreach to the Public

On 5 June 2022, Minister for National Development Desmond Lee launched the year-long **Wonderful Wetlands series** in conjunction with World Environment Day. Comprising a stable of curated public lectures and environmental activities ranging from mangrove planting and monitoring sessions to fauna surveys, Wonderful Wetlands leveraged Kingfisher Wetlands as a platform to educate the public on blue carbon and coastal ecosystems. The initiative also involved participants in gathering data that supported mangrove

and biodiversity monitoring efforts and research on nature-based solutions for climate change. 17 activities were conducted since the series' launch, attended by over 700 participants that included members of the public, volunteers from WWF Singapore, as well as tertiary students from Institute of Technical Education (ITE), Republic Polytechnic (RP), Singapore Management University (SMU), National University of Singapore (NUS) and National Institute of Education (NIE).



Minister for National Development Desmond Lee planting mangroves at Kingfisher Wetlands with students from ITE and RP at the launch of Wonderful Wetlands.



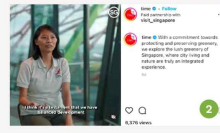
ITE students taking part in a mangrove planting session, guided by the Gardens' staff from the Sustainability Office and Gardens Operations departments.

Along with Wonderful Wetlands' launch, Gardens by the Bay signed a **Memorandum of Understanding (MOU)** with ITE and RP to enhance industry partnerships, capability development and future collaborations. Under this MOU, the Gardens will also accord Book Prizes to top ITE students pursuing Nitec in Urban Greenery & Landscape as well as Higher Nitec in Landscape Management & Design – Singapore's first and only company to do so – to nurture more talents in the landscaping and horticulture industry.

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1 Visitors on the Nature and Sustainability Tours.



2 Gardens by the Bay was featured in a video on sustainable tourism produced by TIME in partnership with Singapore Tourism Board. In the video launched on TIME's online and social media platforms, Assistant Director of Sustainability Office Ng Just Ying shared about the Gardens' sustainability efforts. Image credit: @time (Instagram)

In sparking meaningful conversations on sustainability, the Gardens partnered UBS and Ho Bee Land to launch **Trash-Sure**, a nationwide campaign in line with the Singapore Green Plan 2030 that used art to narrate sustainability. A larger-than-life depiction of the critically endangered Sumatran Tiger created from repurposed, locally-gathered trash was unveiled by Guest of Honour

Senior Minister and Coordinating Minister for National Security Teo Chee Hean on 1 August 2022 to launch the campaign. One of the latest additions to the Gardens' collection of over 200 art sculptures, this vibrant piece takes prime position at the S350 lattice where it will remain a key attraction for the next three years as a reminder of the importance of conservation.



(From left) Ambassador of the Portuguese Republic H.E. Mário Duarte; CEO of Ho Bee Land Nicholas Chua; Portuguese Artist Bordinho II; Guest of Honour Senior Minister and Coordinating Minister for National Security Teo Chee Hean; President UBS Asia Pacific Edmund Koh; Chairman of Gardens by the Bay Niam Chiang Meng at the launch of Trash-Sure. Image credit: UBS



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Gardens by the Bay
 Gather your family and friends and join us at the **BBC Earth Screening Festival** to catch the BBC Earth documentary *Frozen Planet II*, narrated by Sir David Attenborough, in the heart of Supertree Grove!

BBC Earth Screening Festival
 15 October 2022, Saturday
 5:30 pm
 Supertree Grove Lawn
 Admission is Free
 *All attendees need to be fully vaccinated

Find out more at <https://www.gardensbythebay.com.sg/en/things-to-do/calendar-of-events/2022-bbc-earth-screening-festival.html>

Photos courtesy of BBC Studios Singapore Ltd
 #gardensbythebay #BBCEarth #BBCEarthScreenFest #FrozenPlanet2 #Supertrees #VisitSingapore

You and 162 others

The Gardens also hosted a free public screening of BBC Earth's "Frozen Planet II" documentary at the Supertree Grove lawn in October 2022, in support of the BBC Earth Screening Festival.

A Sustainable Link in the Supply Chain

Cognisant of its role in the supply chain, the Gardens sought to encourage service providers and suppliers to adopt greener practices through its procurement policies. Besides taking vendors' sustainability-related policies and practices into due consideration as part of its tender evaluation process, the Gardens also expanded its list of products subject to green procurement requirements to include lamps, water fittings as well as Information and Communications Technology (ICT) equipment.

Sowing Seeds of Sustainability among our Youth

In nurturing greater sustainability awareness in the next generation, the Gardens partnered schools to roll out fun educational programmes with a strong sustainability thrust to engage the youth. These efforts saw an encouraging 160% jump in Primary and Secondary schools' participation in the Gardens' programmes.

Taking sustainability, biodiversity and conservation as its central themes, **Green Guardians** – Gardens by the Bay's flagship school programme – saw active participation by close to 12,000 students from 105 schools this year.

Making its highly anticipated return in October 2022 after a two-year hiatus was **Race to Sustainability**, the Gardens' signature post-examination school programme. In providing schools with greater flexibility, the Race was held over two days with multiple sessions offered for the first time this year. With 1,868 student participants, the 2022 edition recorded the Race's second-highest turnout since it began in 2015.

Decarbonising the Gardens

In line with its commitment to the Singapore Green Plan 2030 and supporting targets under the GreenGovSG initiative, Gardens by the Bay continued the push towards decarbonisation in the year by adopting more renewable energy sources and streamlining resource usage to better manage energy demand.

An Expanded Renewable Energy Mix

A solar leasing tender was called in the year to expand solar capacity in the Gardens, which will see existing solar panels upgraded to more efficient models and the addition of more rooftop solar panels to the Gardens. Upon full implementation in 2024, solar capacity in the Gardens is expected to increase significantly by more than tenfold. Meanwhile, innovative applications like

Building Integrated Photovoltaics (BIPV) technologies are being studied to maximise the Gardens' solar potential.

Apart from solar energy, the Gardens is looking to grow biomass energy's share in its energy mix by exploring the feasibility of expanding or increasing the capacity of its biomass plant, among other options.



The Supertrees were highlighted in a Straits Times multimedia feature on the increasing use of solar panels in Singapore. In the story, former Gardens by the Bay Chief Operating Officer Thomas Seow shared that the energy generated by the Gardens' solar panels is enough to light up the Supertrees at night, and that the Gardens has started feasibility studies on how it can increase solar energy production by next year.



Guest of Honour, Mayor of Central Singapore District Denise Phua flagged off the first session of Race to Sustainability[®] at Supertree Grove.



INTENSIFYING SUSTAINABILITY EFFORTS

A Sharpened Focus on Resource Management

Towards optimising energy usage, an energy audit of the conservatory precinct's chiller system was conducted. Several energy efficiency measures and targets were identified as part of the exercise, which will inform efforts to streamline resource usage and existing cooling strategies.

Complementing these efforts, a dedicated task force was formed under the direction of the Gardens' Sustainability Steering Committee (SSC) to oversee resource management across energy and emissions, as well as water and waste aspects.



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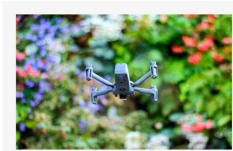
Working Smartly

Towards realising its vision to become a Smart Garden, the Gardens leveraged new partnerships as well as information and technology to drive business sustainability and operational efficiency.

Partnership with SUTD and Spinoff Robotics

Seeking innovative solutions to enhance current processes, Gardens by the Bay signed an MOU with the Singapore University of Technology and Design (SUTD) and Spinoff Robotics in February 2023. The MOU formalised the tripartite collaboration to develop and operationalise aerial robotics technologies for horticultural and landscape maintenance in the Gardens' elevated areas, with a focus on using drones to facilitate cleaning of plants on the Supertrees. Automating this process enables more efficient resource deployment while at the same time creates a safer working environment by reducing the need to work at height. This initiative could also pave the way for the technology to be applied in other hard-to-access areas and provide opportunities for staff upskilling in new technologies.

News of the Gardens' partnership with SUTD and Spinoff Robotics was widely reported in local media. The drone developed by SUTD and Spinoff Robotics to carry out cleaning of the Supertrees' plants was also highlighted in a Straits Times feature on 10 outstanding robots.



Tan See Leng
 11 January

I joined the National Robotics Programme Singapore in celebrating their 6th anniversary at the NRP Festival held at Singapore University of Technology and Design (SUTD). At the festival, I also launched the *Autonomous SUTD*, a first-of-its-kind project that will support the testing and development of next-generation aerial robotics technologies for the future.

Over the last six years, NRP, a national platform hosted by Agency for Science, Technology and Research (A*STAR), has catalysed many innovative robotics solutions that have socio-economic impact and contributed to Singapore's robotics capabilities. These intelligent innovations can augment our workforce, enhance the safety of our workers and contribute to healthcare solutions and social good. I am proud to see so many Made in Singapore robots gathered in one place – a testament to Singapore's growing robotics capability and the strong partnerships among our R&D ecosystem.

Looking ahead, Singapore will continue to invest in the development and adoption of robotics solutions, and foster ecosystem collaborations that will help to position Singapore as a global centre of excellence for robotics technologies.

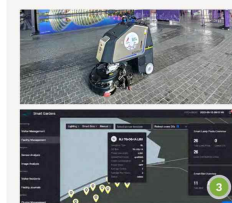
Group of Minister Tan See Leng

News about the Gardens' partnership with SUTD and Spinoff Robotics was highlighted in Minister for Manpower Dr Tan See Leng's Facebook post. Image credit: Dr Tan See Leng (Facebook)

Leveraging Technology and Data to Boost Productivity

Phase One of the Gardens' **Internet of Things (IoT) Platform and operational dashboard** was successfully implemented in the year, facilitating closer inter-department collaboration on the operations front. Apart from making information readily available to staff on the go, Phase One implementation enabled the definition of parameters to suit various needs and the visualisation of useful data including real-time and historical information on crowd monitoring, attractions capacity tracking, car park usage, weather data, as well as the status of smart lighting and smart bins in the Gardens, giving a strong boost to facility management and trend observation efforts. This initiative also broadened the uses of the digital twins of the Supertrees and Cloud Forest's Crystal Mountain. In addition to monitoring irrigation pipe leaks, the digital twins – dynamic virtual representations of the physical Gardens – can now tap on past data through integration with the Gardens' operational dashboard to facilitate leak-pattern comparisons and analysis.

A **smart lighting pilot** in the outdoor gardens was successfully completed in the year. Programmed to switch on only when a human presence is detected and integrated with Gardens by the Bay's operational dashboard, the use of smart lighting substantially cuts energy consumption by up to 30%. Lighting configuration and control can be done remotely and conveniently as well to facilitate prompt detection and efficient rectification of faults, while text message updates support the team in monitoring lighting status.



Installation of smart lighting in the outdoor gardens.

A **crowd monitoring system**, jointly designed by Government Technology Agency (GovTech) and Gardens by the Bay, was also piloted. Leveraging video analytics technology and developed by GovTech, the system is integrated with the Gardens' dashboard and supported on-site crowd management.

Also deployed in the year was a fleet of **equipment supporting horticultural operations and cleaning** in the Gardens. These included mobile mechanised fumigation machines as well as cleaning robots introduced to The Canopy and Flower Field Hall, enabling coverage of a larger area in a shorter time with reduced manpower.

Towards enhancing staff productivity, staff's laptops were replaced with lighter, faster and more secure devices as part of a **company-wide end-user device refresh exercise** in the year. On-premise servers as well as resource planning platforms were also **migrated to Cloud infrastructure** to facilitate greater efficiency and collaboration, alongside efforts to tighten cybersecurity policies and processes.

3 Visualisation of smart lighting status on the Gardens' operational dashboard.



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Looking Ahead

Greater Focus on Resource Management

Building upon findings from the energy audit of the conservatory precinct's chiller system, the Gardens is looking into progressive implementation of identified energy efficiency measures and targets, including optimisation of condenser water pumps and cooling towers, as well as replacement of Air Handling Unit fans with the most efficient type in the coming year. The planning of a waste audit is also underway to better understand the Gardens' waste profile and aid the development of a strategic waste intervention programme as well as targeted reduction measures.

Complementing the resource management task force's ongoing efforts in reducing emissions, resource consumption and waste generation in line with GreenGov SG targets, a new task force will be formed to spearhead the Gardens' sustainability programmes and offerings. Ways of incorporating sustainability considerations into the Gardens' events packages will be explored as well.

The Gardens is also working towards membership in the National Sustainable Procurement Roundtable – a nationwide movement to promote sustainable procurement by building an innovative, sustainable supply chain – to further develop green procurement expertise.

Sustainability Beyond the Gardens

With Keppel Corporation's steadfast support, the well-received Nature and Sustainability Tours will commence its next phase in FY 2023, featuring editions tailored for the special needs community, and with tours made available to more community groups, educational institutions, as well as social services agencies.

In the coming year, the Gardens will deepen collaboration with schools on the sustainability front. In addition to engaging ITE and RP in long-term mangrove monitoring, training and development in landscape management, as well as biodiversity conservation initiatives, the Gardens will partner RP to raise awareness and enhance various aspects of the Nature and Sustainability Tours.

Race to Sustainability will also return in 2023. In addition to an all-new format, the Race will be extended to the public for the very first time in Q4 2023.

The blue carbon capture pilot study conducted with the NUS Centre for Nature-based Climate Solutions and DHW Water & Environment is on track to complete in FY 2023, and project results will be shared at a public forum come July 2023.



Enhancing Productivity for Greater Operational Sustainability

The use of smart technologies powered by data-driven algorithms and software solutions to optimise the Gardens' Air Conditioning and Mechanical Ventilation (ACMV) system will be explored in the coming year. Smart power metering will also be implemented next year, offering a more holistic understanding of energy and water usage at the Gardens.

The Gardens' fleet of robots and maintenance equipment will be augmented with sweepers and patrol robots in FY 2023, complemented by a fleet management system to facilitate status monitoring and optimisation of routes.

A new lake and plant monitoring system will be put in place as Gardens by the Bay's IoT platform and operational dashboard enter their next implementation phase. The potential of drones to facilitate operations in other elevated or hard-to-access areas in the Gardens will also be further studied and explored.

Following successful pilot runs, the crowd monitoring system and outdoor smart lighting will be scaled up and rolled out to more parts of the Gardens. The Gardens will also embark on several trial projects with good use cases, leveraging Artificial Intelligence and machine learning to boost productivity and support effective maintenance.

In further raising productivity, a system modernisation programme to enhance the digital workspace is in the pipeline, offering staff broader collaborative options and greater mobility. More work aspects will be digitised to enhance workflow, and the redesign of a more streamlined, secure internal network is in the works. Staff development initiatives will also continue to keep the Gardens' workforce relevant.



INTENSIFYING SUSTAINABILITY EFFORTS

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10 Years of Nurturing a People's Garden



10 YEARS OF NURTURING A PEOPLE'S GARDEN

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10 Years of Nurturing a People's Garden



Seniors from St Luke's ElderCare's Jurong East Centre on a visit to the Flower Dome on 19 July 2022.

110,000 Friends of the Gardens (FOG) members
(as of 31 March 2023)

3,750 volunteers engaged,
contributing **12,500 man-hours**
(as of 31 March 2023)

Over 26,000 beneficiaries engaged

Over the years, Gardens by the Bay has firmly rooted itself as a beloved People's Garden that Singaporeans can be proud to call their own. On its decennial, the Gardens paid tribute to the many people locally and from overseas – running the gamut of government agencies, community and embassy partners, sponsors and donors, volunteers, consultants, horticulture as well as industry partners – whose steadfast support gave a strong push to its journey of growth. In addition to organising a special event that brought diverse stakeholders together to celebrate its 10th anniversary milestone, the Gardens continued to expand its stable of inclusive initiatives to further strengthen community connections in the year.

Celebrating 10 Years of Growing Wonders

Gardens by the Bay 10th Anniversary Event

The Gardens commemorated its 10th anniversary on 9 November 2022 with a special event graced by Guest of Honour and the 8th President of the Republic of Singapore Halimah Yacob, as well as the current and former ministers for National Development – Minister for National Development Desmond Lee, Deputy Prime Minister Lawrence Wong, Mr Khaw Boon Wan and Mr Mah Bow Tan.

The event kicked off at Serene Garden, where then-President Halimah Yacob and Deputy Prime Minister Lawrence Wong unveiled *Perpetual Blooms*, a sculpture commissioned for and donated to the Gardens in celebration of its decennial by Mr Tan Aik Hock. Five raintrees were also planted to commemorate the occasion: a sapling from a raintree planted in the Gardens by the late Mr Lee Kuan Yew, as well as four yellow raintrees donated by Mr Mak Chin On. Rare variants of the common raintree that occur in a 1/1000 chance, a yellow raintree was planted at Gardens by the Bay's ground-breaking ceremony back in 2007 and is symbolic of the Gardens' evolution.



Then-President Halimah Yacob and Deputy Prime Minister Lawrence Wong planting the sapling from the raintree planted by Mr Lee Kuan Yew at Marina South in November 1986, which still stands in Gardens by the Bay today.



(From left) Mrs Tan Aik Hock, Mr Tan Aik Hock, Minister for National Development Desmond Lee, 8th President of the Republic of Singapore Halimah Yacob, Deputy Prime Minister Lawrence Wong, sculptor and Cultural Medallion recipient Han Sai Por, Gardens by the Bay Chairman Niam Chiang Meng and Gardens by the Bay CEO Felix Loh at the launch of *Perpetual Blooms*.



10 YEARS OF NURTURING A PEOPLE'S GARDEN

Gardens by the Bay senior management and Board Directors pose for a photo with Mrs Mildred Tan (third from left), Mr Mah Bow Tan (fifth from left), Minister for National Development Desmond Lee, then-President Halimah Yacob, Deputy Prime Minister Lawrence Wong, Mrs Theresa Foo (10th from left) and Mr Khaw Boon Wan (13th from left) after the tree planting ceremony.



1 Gardens by the Bay Chairman Niam Chiang Meng planting one of the yellow raintrees with Minister for National Development Desmond Lee. The other three yellow raintrees were planted by former ministers of National Development Mr Khaw Boon Wan and Mr Mah Bow Tan, Gardens by the Bay CEO Felix Loh, Tote Board Chairman and former Gardens by the Bay Board Director Mrs Mildred Tan, Gardens by the Bay Corporate Advisor and Founding CEO Dr Kiat W. Tan, as well as former Gardens by the Bay Chairman Mrs Theresa Foo.

From the outdoors, the event segued into Flower Field Hall, where awards were presented to Strategic Partners, Embassy Partners and Donors who have supported the Gardens through the past decade, in the presence of close to 500 guests. Former President Halimah Yacob also officiated the naming of a new orchid hybrid, *Dendrobium Gardens by the Bay 10th Anniversary*, bred by the Gardens' Research & Horticulture department. The event wrapped up with the launch of *Seasons of Bloom*, the finale floral display of 2022 supported by Bloomberg and officially opened by Deputy Prime Minister Lawrence Wong.

2 Former President Halimah Yacob officiating the naming of *Dendrobium Gardens by the Bay 10th Anniversary*, accompanied by Gardens by the Bay Chairman Niam Chiang Meng.



News about the Gardens' 10th anniversary celebrations was carried by foreign media outlets and generated much media buzz locally across print, broadcast, and online platforms. Notably, the event was covered in several extensive features by key media in Singapore.

These included an opinion piece by The Straits Times on the Gardens' growth over the years to become a Singapore icon and a special interview with CEO Felix Loh, who offered insights to the Gardens' green shoots of recovery and how it stayed true to its roots as a People's Garden.

The Gardens was the subject of a Channel NewsAsia documentary detailing its 10-year journey to becoming one of Singapore's most beloved attractions. Titled "Inside Our Gardens by the Bay", the production profiled senior management and staff, who related the Gardens' beginnings, efforts in keeping the Gardens going, as well as aspirations for the future. CEO Felix Loh shared the Gardens' milestones over the years as well as its plans in a separate in-depth interview with Channel NewsAsia, which was also carried on other media outlets like Mediacorp's Channel 5 and Suria.

Also enjoying widespread coverage in vernacular media, the Gardens' 10th anniversary was highlighted in Suria's current affairs programme, Detik. Spotlighting 10 years of growing a People's Garden, the episode featured Senior Assistant Director of Conservatory Operations Marziyah Haj Omar and Senior Horticulturist Nunsharina Roslan. Vasantham's current affairs programme Ethiroli also featured the Gardens in a story on greening Singapore and interviewed Attractions Operations Manager Ganesh Kumar Ramasundaram who shared about the Gardens' milestones over the past 10 years.



3 Gardens by the Bay CEO Felix Loh interviewed by Channel NewsAsia for "Inside Our Gardens by the Bay"

4 Behind the scenes: Ganesh at the filming of Ethiroli.



10 YEARS OF NURTURING A PEOPLE'S GARDEN

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Launch of A Blossoming City Garden

A coffee table book commissioned in commemoration of the Gardens' 10th anniversary was launched on 8 December 2022 by Minister in the Prime Minister's Office, Second Minister for Finance and National Development Indranei Rajah at Active Garden.

Published in conjunction with Straits Times Press, **A Blossoming City Garden: 10 Years of Gardens by the Bay** documented the decade-long story of

Gardens by the Bay – its genesis and development, unprecedented challenges faced amidst the pandemic, as well as its plans, including new sustainability goals. Interspersed across the chapters were personal anecdotes and content contributed by the community, selected from over 1,000 entries that comprised stories, photos, drawings, as well as poetry submitted in response to a call for public contributions.



Minister in the Prime Minister's Office, Second Minister for Finance and National Development Indranei Rajah and Chairman of Gardens by the Bay Niam Chiang Meng launch *A Blossoming City Garden*.

Departing from the conventional coffee table book format, *Gardens by the Bay* worked with NCS to incorporate augmented reality (AR) elements into *A Blossoming City Garden*, providing readers with a fresh, immersive storytelling experience that comes alive beyond the printed page. By downloading an app and scanning a QR code in the book, readers can, for example, see a kingfisher "fly across" the pages, leading them to explore Kingfisher Wetlands.

The launch of *A Blossoming City Garden* was covered in *Berita Harian* and *The Straits Times*. The latter included a QR code as part of its article that allowed readers to experience a snippet of the book's AR features.



Photo: @janjir
#gardensbythebay #GBSTurn10 #VisitSingapore



Public submissions received in response to the call for contributions were also showcased as part of a month-long photo exhibition in the outdoor gardens and gathered in a special e-book, "10 Years of Growing Wonders", published on Gardens by the Bay's website.

Celebrating 10 Wonderful Years with the Community

The community's support is integral to the flourishing and sustained success of Gardens by the Bay. A series of events and initiatives was launched throughout the year for, and to celebrate this milestone together with the wider local community.

In appreciation of Singaporeans' support over the past decade, Gardens by the Bay introduced the **10 Years of Wonders Season Pass** in April 2022, offering local residents up to six months of unlimited conservatories entry at a special price of \$20. Plant enthusiasts were treated to the **largest-ever edition of the Planters Market** on 12 and 13 November 2022, offering a wide selection of plants ranging from orchids, ferns, hoyas, caladiums, bromeliads, to philodendrons and anthuriums. The public also received **complimentary flowers** from 11 to 13 November 2022 at various locations in Gardens by the Bay, in appreciation of their patronage.



The Gardens by the Bay family came together to celebrate its decennial milestone with its first post-pandemic dinner and dance (D&D) on 9 November 2022, which was attended by staff and over 100 Gardens by the Bay volunteers. Themed "Superheroes by the Bay", the event was an opportunity to show appreciation to staff and volunteers for their contributions to the Gardens. About 100 past and present employees were recognised with the newly minted GB Legend Award at the event, which honoured staff who had served the organisation with distinction for at least a decade.



GB Legend Award winners



Birthday wishes for the Gardens in the form of TikTok videos and photo montages created by staff across departments as well as a cake-cutting ceremony were part of the festivities at a special staff get-together on 29 June 2022 to mark the occasion in a light-hearted way.

Engaging the Community

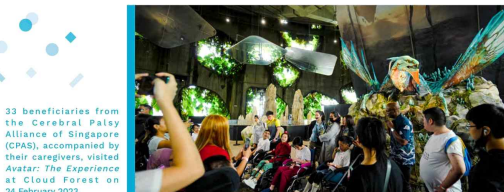
Amidst the Gardens' anniversary celebrations, outreach to the community at large, schools, the underprivileged and social service organisations, as well as partners and sponsors, along with efforts to nurture the Gardens' growing network of *Friends of the Gardens* (FOG) members and volunteers continued in the year.

An Inclusive Garden for All

The Gardens leveraged its ongoing **Gift of Gardens** programme to reach even more people across segments of the population, enabling them to enjoy the benefits that gardens bring. Made possible through donations from individual donors and corporate sponsors, *Gift of Gardens* provides underserved communities with complimentary entry to the Gardens' ticketed attractions. Over 26,000 benefited from this initiative in the year.

With Dorson status lowered to green, Gardens by the Bay welcomed back more beneficiaries to enjoy free

visits to the cooled conservatories, including the highly anticipated *Avatar: The Experience* exhibition under *Gift of Gardens*. Special visits to signature festivals like *Children's Festival*, *National Day Concert*, *Mid-Autumn Festival* as well as Christmas celebrations in the Gardens organised in the year engaged over 4,000 beneficiaries. Meanwhile, close to 100 seniors benefited from a workshop series piloted in partnership with the Agency for Integrated Care (AIC). Three online workshops also brought the Gardens virtually to over 80 beneficiaries who were unable to visit in person, taking community outreach efforts beyond the physical space.



33 beneficiaries from the Cerebral Palsy Alliance of Singapore (CPAS), accompanied by their caregivers, visited *Avatar: The Experience* at Cloud Forest on 24 February 2023.



Migrant workers enjoying the outdoor gardens as part of the *Blossoms of Friendship* initiative. Image credit: The Salvation Army.

The Gardens continued to build rapport with the local migrant worker community through its **Blossoms of Friendship** initiative. With the relaxation of safe management measures, the Gardens delighted over 6,000 migrant workers living in dormitories with a series of interesting stage entertainment and hosted International Migrant Day celebrations in Flower Field Hall, reaching out to another 200 migrant workers.

In promoting social cohesion, Gardens by the Bay worked with the Ministry of Social and Family Development (MSF) to extend **complimentary annual FOG Family memberships to needy families** living in rental flats. Rolled out in January 2023, this initiative enabled and enabled even more people to enjoy the Gardens' displays together with their loved ones.

Reaching Out to Schools

Collaborating with Canberra Primary School's Global Sustainability Development Programme for the second time, the Gardens engaged some 130 students from 13 primary schools through a sustainability-themed **augmented reality (AR) learning trail** in the conservatories which was launched by Minister of State in the Ministry of Education and Ministry of Manpower Gan Siow Huang. Developed by Gardens by the Bay, this new AR trail augments the Gardens' educational

outreach tools and will be further expanded to be more comprehensive.

Towards engaging teachers, the Gardens launched the **"Behind the Scenes" educator workshop series**, jointly designed by the Programming and Research & Horticulture departments. Five sessions of this workshop series were conducted in the year.



Students from 13 primary schools, together with Guest of Honour Minister of State in the Ministry of Education and Ministry of Manpower Gan Siow Huang, made a pledge on sustainability at the sustainability-themed event at Gardens by the Bay on 23 September 2022. Image credit: Canberra Primary School

Connecting with the Community at Large

With Active Garden's designation as a Family Zone, a slew of community-oriented initiatives was introduced to activate this new community hub.

In April 2022, Active Garden hosted **"An Earthly Easter Egg Hunt Experience"**, the Gardens' first large-scale Easter-themed community activity presented in partnership with Bollywood Adventures. Visitors took part in a fully subscribed Easter Egg Hunt at Moongate Lawn, tried their hand at potting a sunflower that they could bring home in the Interactive Pot-a-Sunflower! activity at Waterfront Plaza, and enjoyed an Easter Egg terrarium-making workshop at Ficus Room. The successful event drew some 1,200 participants.

Monthly themed family picnics at Active Garden's Family Zone were also launched in November 2022. This initiative brought greater family-friendly fun to the Gardens, delighting visitors with bouncy castles, performances as well as mascot meet-and-greet sessions. As of 31 March 2023, over 8,000 had participated in the picnics.

Collaborations with Health Promotion Board (HPB) and Cycling Without Age Singapore (CWAS) further bolstered the Gardens' suite of community-centric

offerings. The Gardens' partnership with HPB brought a series of **family-friendly sports and game sessions** to Active Garden. Led by fitness professionals, these weekly activities encouraged community bonding, active aging, as well as improved health and wellness for all. Beneficiaries from eldercare centres also enjoyed **free weekly e-trishaw** rides in the outdoor gardens as part of the Temasek Foundation Moving Generation programme organised by CWAS. These hour-long rides created opportunities for meaningful interaction between the seniors and volunteers as they took in views of the verdant outdoor gardens.



Nurturing a Community of Garden Supporters

Growing the Friends of the Gardens (FOG) Network

A key channel for public outreach and engagement, the Gardens' FOG membership numbers reached 110,000 in FY 2022 – the highest-ever membership figure recorded and more than double the pre-pandemic membership numbers – with the community's staunch support. This achievement firmly establishes Gardens by the Bay's FOG membership network among one of the largest of its kind in Singapore.

New initiatives designed with members' experience in mind, as well as another membership tier for greater accessibility, were introduced in the year to keep membership offerings fresh, attractive and relevant.

Members had an exclusive opportunity to **meet-and-greet Sakura Afro Pikachu**, which made its maiden appearance outside of Japan at Gardens by the Bay's Sakura floral display. Fully subscribed within hours, this event saw over 100 members interact with the beloved character. More than 500 also took advantage of **early entry privileges** extended specially to FOG members to enjoy Sakura at Flower Dome ahead of opening hours.



In celebration of International Yoga Day, FOG members enjoyed an exclusive parent-child yoga session, as well as a session for adults at Flower Field Hall.

In July 2022, over 120 members attended an exclusive **back-of-house tour of Gardens by the Bay's glasshouse facilities**. A cross-department initiative by the Research & Horticulture and Programming departments supported by two FOG member volunteers, the oversubscribed tour gave participants an insider glimpse into the work that goes on at the Gardens' 1250m² Support Biome, where some 30,000 plants are produced annually. Members also gained insights to the industry flower trials hosted by the Gardens on the tour and shared feedback on their favourite plants introduced at the trials.

A new **Flower Dome-only membership tier** was rolled out in the year, broadening membership offerings to better cater to visitors' diverse needs.



One of the SG Clean Days conducted in FY 2022.

Engaging Volunteers

With the gradual resumption of volunteer programmes amid the improving pandemic situation, the Gardens broadened and deepened its volunteer offerings with new volunteering opportunities like the **SG Clean Days** initiative. Part of National Environment Agency's SG Clean campaign, this quarterly event saw the Gardens' volunteers lead public tours around the outdoor gardens, where participants helped with litter-picking as they learnt about plants in the Gardens. Four SG Clean Days were conducted in the year, attended by over 400 Gardens volunteers, corporate and school volunteers, Social Service Agency partners and beneficiaries, as well as members of the public.



10 YEARS OF NURTURING A PEOPLE'S GARDEN

Partnering Sponsors and Donors

Gardens by the Bay is thankful for the steadfast support of enlightened corporations and individual donors who continue to advocate for and put their weight behind the Gardens' work. Their patronage and contributions strongly boosted efforts in shoring up the Gardens' offerings and allowing even more people to enjoy the unique benefits that green spaces offer.

The Gardens pursued new partnerships as it continued to work closely with existing partners to refresh its offerings and further community engagement efforts. Partnership highlights in the year included a generous **\$300,000 pledge by Keppel Care Foundation** in support of the new and well-received Nature and Sustainability Tours for the public. An inaugural collaboration with Singapore-based fintech company Endowus also brought **Endowus Giving Machines** to the Gardens, providing the public with another convenient avenue to support *Gift of Gardens*, as well as other meaningful charitable causes.

In line with its tradition of bringing art to the community, the Gardens' public art collection was enriched with several notable, sponsored sculptures in the year.



An Endowus Giving Machine at Gardens by the Bay. Image credit: Endowus.



A larger-than-life bronze sculpture housed at Orchid Haven and Lee's signature work, *Thinker* pays tribute to French sculptor Auguste Rodin's masterpiece, as well as nature and life. The donation of this sculpture was officiated by Minister for Culture, Community and Youth and Second Minister for Law Edwin Tong on 9 April 2022.

Unveiled at Cloud Forest on 19 April 2022 by former New Zealand Prime Minister Jacinda Ardern, **Tāne Te Waiora** is a bespoke Māori carving that represents a symbolic doorway. At 3.2m x 3.6m and crafted from a tōtara tree estimated to be over 2,500 years old, *Tāne Te Waiora* was created by master carver James Rickard and specialist carver Tommy Herbert from the New Zealand Māori Arts and Crafts Institute. Representing and reaffirming the close friendship between Singapore and New Zealand, this sculpture's donation was supported by the New Zealand High Commission in Singapore, as well as sponsors Fonterra, Tourism New Zealand and Zespri.



Minister in the Prime Minister's Office, Second Minister for Finance and National Development Indranee Rajah (left) and former Prime Minister of New Zealand Jacinda Ardern at the unveiling of *Tāne Te Waiora*.

A donation from Tanoto Foundation brought renowned American sculptor Dale Chihuly's **Ethereal White Persians** to Cloud Forest. A nine-foot-tall assembly of 97 individual glass pieces, this awe-inspiring artwork takes pride of place at Lost World, where it was unveiled on 2 April 2022.

Another new sculptural fixture at Cloud Forest was **Thinker** by Taiwanese artist Lee Kuang-Yu. Donated by the Taipei Representative Office in Singapore and Taipei Business Association in Singapore on the occasion of Gardens by the Bay's 10th anniversary, *Thinker* was among 16 pieces featured in 'A Sculptor's Secret Garden', the first full-scale art exhibition to run in Cloud Forest in August 2020.



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Sponsors & Donors List

(as of 31 March 2023)

Platinum

- Tote Board
- Far East Organization
- OCBC Bank

Gold

- Changi Airport Group (Singapore) Pte Ltd
- Woh Hup (Private) Limited
- ExxonMobil Asia Pacific Pte Ltd
- GIC Private Limited
- Singapore Technologies Engineering Ltd
- Kikkoman (S) Pte Ltd
- Tanoto Foundation
- Bloomberg
- Isetan Foundation
- Muslim Mas Group

Silver

- Audemars Piguet (Singapore) Pte Ltd
- Bank of America
- KLM Royal Dutch Airlines
- Hexagon Solution Pte Ltd
- Kwan Im Thong Hood Cho Temple
- Tuas Power Generation Pte Ltd
- Swee Hong Limited

Bronze

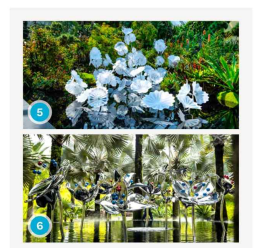
- Taipei Business Association in Singapore
- Taipei Representative Office in Singapore
- SMRT Corporation Ltd
- Keppel
- Dalio Philanthropies
- ecoWise Holdings Limited
- Pilot Pen (S) Pte Ltd
- Mitsubishi Corporation
- Sanku Timber Limited
- Park Mall Pte. Ltd.
- CPG Corporation Pte. Ltd.
- Arabian Trees & Plants
- UOL Group Limited
- Golden Holdings (Private) Limited
- Wheatfields Lohmann (Singapore) Pte. Ltd.
- Sony Singapore
- Finexis Asset Management Pte. Ltd.

Supporters

- Picture Perfect Productions Pte Ltd
- China Life Insurance (Singapore) Pte. Ltd.
- Sheng Siong Group Ltd
- Wee Hur Holdings Ltd
- Loke Cheng-Kim Foundation
- T T J Holdings Limited
- Kosin Structure Pte Ltd
- QUE Limited
- Habitat Properties Group
- PHI Space Technologies Pte Ltd
- BNL Services Pte Ltd
- Fonterra (SEA) Pte. Ltd.
- Fonterra Brands (Singapore) Pte. Ltd.
- SPACeologic Pte Ltd
- Tourism New Zealand
- Zespri International Limited



10 YEARS OF NURTURING A PEOPLE'S GARDEN



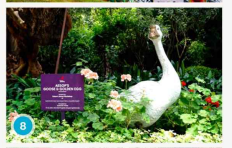
Other new and notable pieces include a vibrant **Sumatran Tiger sculpture** displayed in the Gardens in partnership with UBS, Ho Bee Land and Ad Planet Group; as well as **Aesop's Goose and Golden Egg** and **Thelwell Pony and Rider** underwritten by Mrs Quek Bin Hwee and Mdm Sally Chia Puay Huang respectively, that added interest to Flower Dome.

This colourful 10m x 7m Sumatran Tiger sculpture is renowned Portuguese street artist Bordalo II's largest upcycled art sculpture in Asia. It not only powerfully communicates that trash can be reused and recycled, but also prompts us to consider our consumption habits and their far-reaching environmental impact.

Inspired by the eponymous tale about the pitfalls of greed and installed in May 2022, **Aesop's Goose and Golden Egg** was underwritten by Gardens by the Bay Board Director Mrs Quek Bin Hwee, who dedicated the sculpture to her father.

A delightful hot cast bronze sculpture, **Thelwell Pony and Rider** was installed in January 2023 and donated by Mdm Sally Chia Puay Huang in loving memory of her husband Mr Yeap Kar On.

In FY 2022, the Gardens secured over \$2 million in cash and in-kind. Gardens by the Bay is deeply grateful to the generosity of its corporate and individual sponsors, who continue to empower the Gardens to fulfil its role as a thriving People's Garden for all.



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Supporters

- Unearthed Productions Pte Ltd
- AXA Singapore
- O2Plants Pte Ltd
- Singtel
- Creator's Solutions Pte Ltd
- Freshening Industries Pte Ltd
- Elmich Pte Ltd
- Toh Garden
- Devarch Pte Ltd
- Meiji Seika (Singapore) Pte Ltd
- YTL Singapore Pte Ltd

Individual Donors

- Mr and Mrs Putra Masagung
- Mr Tan Jiew Hoe
- Ms Lee Tuan
- Mrs Lucy Yeo
- Mr Tan Aik Hock
- Mr Azuma Makoto
- Dr Tan Wee Khin
- Mr Paul Quek
- Mr Mak Chin On
- Mdm Go Ai Ching
- Lady Yuen-Peng McNeice
- Mr John Lo
- Mr Sanjit Sanger
- Ms Sally Chia Puay Huang
- Ms Alyce Chong
- Mrs Mildred Tan
- Mrs Gertrude Mary Looi
- Mr and Mrs William Tok
- Mr Gerald Tan
- Mrs Koh Juat Jong
- Ms Ruth Yeoh
- Mr James Lee

Gardens Partners

- Mr Dirk Falkenthal (Platinum)
- Ms Jeannie Lim (Platinum)
- Ms Noreen Chan (Gold)
- Mr Daryl Lee (Gold)
- Mr Ernest Ng
- Ms Francesca Ooi

- Clni7 Pte Ltd
- Old Chang Kee Ltd
- Singora Pte Ltd
- Pan Pacific Hotels Group Limited
- Mireia Pte. Ltd.
- TTG Asia Media Pte Ltd
- Events Partner Pte. Ltd.
- Asian Civilisations Museum
- SP Group
- Woon Leng Nursery Pte. Ltd.

- Mrs Quek Bin Hwee
- Ms Jeanette Tan
- Mr and Mrs John Koh
- Mr Sam Liew
- Dr June Lou
- Mr Charles Lettis
- Mr and Mrs Amit Goel
- Ms Catherine Tan
- Mr Richard Hale
- Mr Khaw Boon Wan
- Mr Matthew Teng
- Mr Quek Suan Kiat
- Ms Goh Kian Lay
- Mr Desmond Tan
- Mr Soon Sze Meng
- Mr Nobuya Kaishita
- Prof A.N. Rao
- Mr Franz Strigl
- Dr Juanita Fu
- Dr & Mrs Lee Suan Yew
- Mr Loh Boon Huar

- Ms Han Ai Tin
- Mr Han Ngge Juan
- Ms Han Pui Keng
- Mr Koh Park Kai
- Mr Varun Dutt
- Mr Yu Khai Loong

Looking Ahead

Initiatives to further community engagement remain key priorities for the Gardens in its 11th year.

FOG members will enjoy early entry to all floral displays in FY 2023 along with more member-exclusive events and dining privileges as part of enhanced membership benefits, while volunteers can look forward to taking greater ownership of volunteer programmes with the formation of a volunteer committee next year.

The Gardens looks to foster partnerships with public entities, private donors and philanthropic bodies to drive its development projects, sustainability goals, and community engagement initiatives.

An upcoming collaboration with MSF to activate the Family Zone at Active Garden will bring even more engaging family-themed programmes to the Gardens in FY 2023, further growing its extensive suite of family-friendly offerings and creating ample opportunities for social bonding. The Gardens also looks forward to forging partnerships with agencies to reach out to caregivers and the special needs community, as well as offering more virtual experiences in the coming year.



10 YEARS OF NURTURING A PEOPLE'S GARDEN

GARDENS BY THE BAY • ANNUAL REPORT 2022/23



Corporate Governance



CORPORATE GOVERNANCE

GARDENS BY THE BAY • ANNUAL REPORT 2022/23



Introduction

Gardens by the Bay (the "Company") was incorporated pursuant to the Companies Act (Cap 50) of Singapore on 11 November 2011 and is a public company limited by guarantee, governed by its Constitution.

Gardens by the Bay is committed to achieving high standards of governance, preserving integrity, transparency, and commitment at all levels, underpinned by strong internal controls. Gardens by the Bay has put in place a corporate governance structure with comprehensive and clear lines of reporting, responsibility, and accountability.

Key Corporate Governance Initiatives

In addition to the application of good governance practices as a corporate entity, Gardens by the Bay has, as an Institution of Public Character ("IPC"), adopted best practices in key areas of governance closely aligned to the principles enunciated in the Code of Governance for Charities and Institutions of a Public Character (the "Code"). In line with the Charity Council's disclosure requirement that all IPCs are required to disclose the extent of their compliance with the Code of Governance, Gardens by the Bay's Governance Evaluation Checklist can be found at the Charity Portal (www.charities.gov.sg).

Gardens by the Bay's whistle-blowing policy aims to provide an avenue for employees to raise concerns about possible improprieties and obstructive actions which they become aware of in the course of their work and to provide reassurance that they will be protected from reprisals for whistleblowing in good faith and without malice. Incidents of wrongdoings can be reported to the Chairman of the Audit and Risk Committee, the Chief Executive Officer and his deputies or the Acting Director of Human Resource and Corporate Services.

Board of Directors

Gardens by the Bay's Board of Directors is the highest governing body within Gardens by the Bay's governance framework. The Board comprises 14 Directors at the date of this report and is chaired by Mr Niam Chiang Meng. All Board Directors are non-executive, with the exception of the Chief Executive Officer of Gardens by the Bay. Board Directors are appointed on the strength of the range of expertise that they possess to support the Board and its committees in its work, experience, stature, ability to contribute to the oversight and development of Gardens by the Bay, as well as their strategic networking relationships. Gardens by the Bay conducts Board induction for new Board Directors to familiarise them with the business activities, strategic direction and governance practices of Gardens by the Bay.

The Board ensures that Gardens by the Bay acts in the furtherance of its objectives set out in its Constitution, and properly accounts for and safeguards its funds and assets. The Board works closely with the Management and stakeholders to shape the Company's vision, chart major directions and develop programmes and initiatives. The Board, besides overseeing the overall development of the Gardens as a leisure destination and People's Garden, also approves the annual budgets, the use of reserves and the annual audited financial statements of Gardens by the Bay.

The Board has delegated specific responsibilities to three Committees. Each Committee has its own terms of reference, which is approved by the Board. The members of the Committees are carefully selected to ensure an equitable distribution of responsibilities among Board Directors to promote the effectiveness of the Board and foster participation and contribution.

Where necessary, non-Board members who have expertise in their respective fields are also co-opted to enhance the deliberations and decision-making process of the Committees.

The roles of the Committees are briefly described below:

Nominating Committee (NC)

The NC comprises three non-executive and independent Directors and the Chief Executive Officer of Gardens by the Bay. The NC regularly reviews the composition of the Board and Board Committees. The NC identifies, reviews, and recommends Board appointments for approval by the Board, taking into account the experience, expertise, knowledge and skills of the candidate and the needs of the Board. It also determines the independence of proposed and existing Directors and assesses if each proposed and/or existing Director is a fit and proper person qualified for the office of Director.

One Committee meeting was held during the financial year. The NC members in office are as follows:

Chairman

Mr Niam Chiang Meng

Members

Mr Zakir Hussain

Mr Felix Loh

Ms Hwang Yu-Ning (appointed onto the Board with effect from 1 June 2023 and appointed onto NC with effect from 1 July 2023)

The NC conducts an evaluation of the performance of the Board and the Directors on a bi-annual basis. This qualitative assessment of the Board's performance is carried out through the completion of an assessment form by each Director covering areas such as the size and composition of the Board, effectiveness of the Board, strategic planning and the management of risks and internal controls.

The assessment of individual Directors is done through a self-assessment system. Assessment criteria include attendance record, preparedness and participation in Board discussions as well as contributions in specialised areas.

The results of both evaluations are reviewed by the NC and a summary of the findings is shared with the Board, together with any action plans to address areas of improvement. The NC will have to be satisfied that sufficient time and attention is given by the Directors to the affairs of the Company.

The evaluation of the performance of the Board and self-assessment of individual Board Directors was last carried out in 2021. The next evaluation exercise will be in 2023.

Audit and Risk Committee (ARC)

The ARC comprises five non-executive and independent Directors. It undertakes the responsibilities promulgated in the Companies Act and the Code of Governance, and reviews financial reporting issues, annual and supplementary budgets and forecasts, adequacy of internal controls, risk management and governance processes, including internal and external audit functions. The ARC meets with the internal and external auditors once a year in a private session where Management is not present.



Four Committee meetings were held during the financial year. The ARC members in office are as follows:

Chairman

Mrs Quek Bin Hwee

Members

Mr Kenneth Er

Ms Beatrice Chong

Mr Eugene Wong

Ms Ong Huey Hong (appointed onto the Board with effect from 1 May 2023 and appointed onto ARC with effect from 1 July 2023)

Remuneration and Compensation Committee (RC)

The RC comprises four non-executive and independent Directors. The RC exercises policy oversight of human capital planning and advises on matters pertaining to the human resource strategies and directions of the Company. The key areas of focus include compensation framework, recruitment and retention of staff, as well as talent management and succession planning for key appointments.

The RC is the approving authority on annual salary adjustments and bonus pay-outs for staff, as well as the appointments and promotions of key appointment holders. The RC ensures policy oversight on major changes to the compensation framework, schemes of services and salary ranges that will be subjected to the Board's approval.

Two Committee meetings were held during the financial year. The RC members in office are as follows:

Chairman

Mr Niam Chiang Meng

Members

Mr Tan Jiew Hoe

Mrs Koh Just Jong

Mr Liew Lien Ban (appointed with effect from 1 July 2023)

Board Meetings

Board meetings are held on a quarterly basis to review the results and performance of the Company and its plans and programmes. To facilitate meaningful participation, all Board and Board Committee meetings are planned and scheduled well in advance, and materials for Board and Board Committee meetings are circulated to members of the Board one week prior to meeting dates.

For the various Board Committee meetings, besides the Committee members, the meetings were also attended by Board Chairman, Chief Executive Officer, Deputy Chief Executive Officer, Finance and Heads of Departments where relevant.

The matrix on the number of Board and Board Committee meetings held in the financial year and the attendance of Directors during these meetings is shown in Table 1.

Table 1

Table 1	Board of Directors				Nominating Committee		Audit and Risk Committee		Remuneration and Compensation Committee	
Number of Meetings (during their term)										
Name	Date of Appointment	Held	Attended	Held	Attended	Held	Attended	Held	Attended	
Niam Chiang Meng	1 Dec 2016	4	4/4	1	1/1	-	-	2	2/2	
Tan Jiew Hoe	1 Dec 2013	4	4/4	-	-	-	-	2	1/2	
Kenneth Er	17 Feb 2014	4	1/4	-	-	4	3/4	-	-	
Syed Zakir Hussain	1 Dec 2015	4	4/4	1	1/1	-	-	-	-	
Susan Chong ¹	1 Dec 2016	2	1/2	-	-	3	2/3	-	-	
Felix Loh	15 Feb 2018	4	4/4	1	1/1	-	-	-	-	
Koh Just Jong	1 Apr 2018	4	4/4	-	-	-	-	2	2/2	
Beatrice Chong	1 Dec 2018	4	2/4	-	-	4	3/4	-	-	
Quek Bin Hwee	1 Dec 2019	4	3/4	-	-	4	4/4	-	-	
Jeannie Lim ²	1 Dec 2019	4	3/4	-	-	-	-	2	2/2	
Lim Hock Yu ³	1 Dec 2020	3	2/3	-	-	-	-	-	-	
Liew Lien Ban	1 Dec 2020	4	4/4	-	-	-	-	-	-	
Geraldine Low ⁴	4 Oct 2021	4	3/4	1	0/1	-	-	-	-	
Eugene Wong ⁵	1 Dec 2022	2	1/2	-	-	1	1/1	-	-	
Pua Seck Guan ⁶	1 Dec 2022	2	2/2	-	-	1	1/1	-	-	
Jimmy Toh ⁷	1 Jan 2023	1	1/1	-	-	-	-	-	-	

¹ Stepped down as Director and from Audit & Risk Committee on 1 December 2022

² Stepped down as Director and from Remuneration & Compensation Committee on 1 May 2023

³ Stepped down as Director on 1 January 2023

⁴ Stepped down as Director and from Nomination Committee on 1 June 2023

⁵ Appointed as Director and onto Audit & Risk Committee on 1 December 2022

⁶ Appointed as Director and onto Audit & Risk Committee on 1 December 2022; stepped down from Audit & Risk Committee on 1 July 2023

⁷ Appointed as Director on 1 January 2023



Managing Conflict of Interest

Members of the Board and staff are required in their respective capacities to act at all times in the best interest of the Company.

All Board Directors are required to make declaration of conflict of interest to the Company at the start of the term of directorship, annually, or as soon as such conflict or the possibility of such conflict arises. Board Directors do not vote or participate in decision making on matters where there is a conflict of interest.

All employees are required to declare conflict of interest at the point of hire and annually. The procurement policy requires mandatory declaration by employees involved in procurement of goods and services to avoid any conflict between their own interests and the interests of the Company in dealing with its suppliers, customers and other third parties.

In addition, the Company's Articles of Association contain provisions for the management and avoidance of conflicts of interest by Board Directors. Such provisions include (a) permitting a Board Director, or a firm associated with the Director, to act in any professional capacity (other than the office of Auditor) for the Company and to be remunerated for his professional services, (b) permitting a Board Director to be interested in any transaction with the Company provided that the Director has declared the nature of the interest to the Board and abstained from participating in the Board's decision in respect of the transaction concerned, (c) permitting a Board Director to be reimbursed for all reasonable travelling expenses and such other reasonable expenses as may be incurred in attending and returning from meetings of the Board or of any Committee or General Meeting or otherwise howsoever in or about the business of the Company in the course of performing his/her duties as a Board Director. The Company's Articles also expressly stipulate that a Board Director may be paid remuneration for his services rendered in his/her capacity as a Board Director provided it is approved by the Company in the Annual General Meeting.

Reserves Management

Gardens by the Bay has a reserves policy to ensure adequate resources for long-term financial stability and future plans. It has set a minimum reserve as a safety net for operations and contingencies. Reserves can be used to fund operating purposes in response to unforeseen emergencies and/or temporary changes in the operating environment, cyclical improvement works and infrastructure that augment the Gardens as a premier leisure attraction, projects that further the Gardens' organisational and business goals and for capacity building. Governance procedures are in place to ensure that the Board has to approve the use of reserves. Reserves are invested in Singapore dollar fixed deposits with banks approved by the Board.

Fund-Raising Practices

The Company does not actively solicit funds from the general public other than through public donation platforms such as GivingSG, DBS LIVEBETTER and Endowus. It works with corporate and individual sponsors on donations for infrastructure improvements, garden aesthetics and outreach programmes. All donations and sponsorships are channelled through its Partnerships Unit, where the collected donations are properly recorded and promptly deposited. The Board reviews the Company's sponsorship activities at its meetings.

Disclosure and Transparency

ii) Board Honorarium

The aggregate honorarium paid to non-executive Directors for the financial year ended 31 March 2023 was \$53,729 (details are set out in the table below).

Names of Directors	\$
Kenneth Er ¹	11,250
Jeanne Lim ¹	5,625
Jimmy Toh ¹	1,387
Lim Hock Yu ¹	4,238
Geraldine Low ¹	5,625
Beatrice Chong	11,250
Susan Chong	7,521
Koh Juat Jong	5,625
Liew Lien Ban	5,625
Pua Seck Guan	3,729
Quek Bin Hwee	16,875
Syed Zakir Hussain	5,625
Tan Jiew Hoe	5,625
Eugene Wong	3,729

Notes

- ¹ Fees for Directors in the public sector are processed in accordance with the framework of the Singapore Directorship and Consultancy Appointments Council.
- ² The Non-Executive Directors Honorarium Scheme was initiated in 2019 by Board Chairman Mr Niam Chiang Meng. He had declined the Director fees during his tenure of service on the Board.
- ³ The fees are established according to the responsibilities and duties of each Director.
- ⁴ CEO is an Executive Director and is remunerated as part of Senior Management. He does not receive any honorarium.
- ⁵ Some Directors donated their honorarium to Gardens by the Bay.

iii) Key Management Personnel

There is no paid staff who are close family members of the Chief Executive Officer or Board Directors. In accordance with the Code of Governance, the remuneration of key management staff is disclosed in the bands of \$100,000 as follows.

Key Management Remuneration Bands

1 April 2022 – 31 March 2023

Above \$600,000	1
\$500,000 to below \$600,000	-
\$400,000 to below \$500,000	1
\$300,000 to below \$400,000	4
\$200,000 to below \$300,000	3
\$100,000 to below \$200,000	1
Total	10

The Annual Report of Gardens by the Bay is published on the Gardens' website (www.gardensbythebay.com.sg).



CORPORATE GOVERNANCE

Environmental Sustainability

The Gardens was designed and developed with environmental sustainability in mind. Innovative design of the conservatories' cooling system and the Gardens' lake system had positioned Gardens by the Bay as a role model for sustainable design and development. Moving forward, under the GreenGovSG initiative, the Gardens will strive towards ambitious sustainability targets in carbon abatement and resource efficiency and be a positive influence and enabler of green efforts.

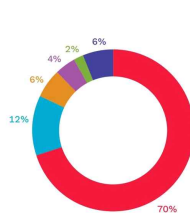
The Gardens is committed to peak emissions around 2025 and achieve net-zero emissions around 2045, ahead of the national target to achieve net-zero emissions by 2050. By 2030, the Gardens will also strive to reduce energy and water use by 10% from the average of 2018 – 2020 levels, and to reduce the amount of waste disposed by 30% from 2022 levels. Through careful planning and sustainable practices, the Gardens strives to create habitats that support biodiversity and preserve the delicate balance of natural ecosystems. Its Sustainability Framework is aligned with GreenGovSG and will guide its progress as it continually explores new, sustainable ways to optimise operational efficiency and take a long-term approach in charting its sustainability agenda.

Public Image

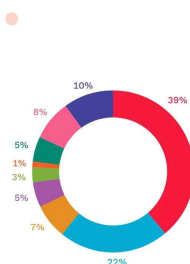
The Company publishes information relating to its programmes, events and activities through various platforms that include its website, newsletters, marketing brochures, on-site posters, press advertisements and other collaterals. Apart from engaging mainstream media to communicate core messages and garner publicity for the Gardens, the Company also uses social media to reach out to the digitally savvy. The Board is updated regularly on media coverage on the Gardens.

Financial Overview

For the Financial Year ended 31 March 2023



	2023 \$'000	%	2022 \$'000	%
Income				
● Ticketing income	52,135	70	14,408	58
● Income from rentals and venue hires	9,004	12	3,061	12
● Income from education, guided tours and merchandise	4,730	6	886	4
● Donations and sponsorships	2,540	4	3,617	15
● Carpark income	1,776	2	1,524	6
● Interest and other income	4,369	6	1,123	5
Total	74,554	100	24,619	100



	2023 \$'000	%	2022 \$'000	%
Expenses				
● Staff and related expenses	35,059	39	30,689	38
● Facilities maintenance and utilities	19,562	22	15,628	20
● Depreciation expense	6,703	7	8,324	10
● Horticultural works	4,207	5	3,082	4
● Community programmes	2,481	3	2,560	3
● Marketing and communications	1,231	1	377	1
● Depreciation expense - right-of-use asset	4,098	5	4,024	5
● Other expenses including information technology	6,979	8	6,237	8
● Revamping and rejuvenation expenses	8,494	10	8,625	11
Total	88,814	100	79,546	100

Note

The expenses above exclude the maintenance of State land in the proximity of Gardens by the Bay for which the Government has appointed the Company to maintain.



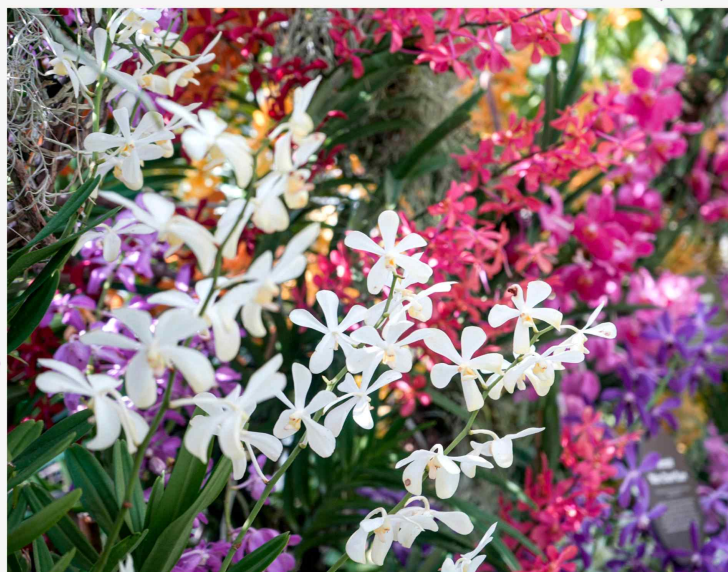
CORPORATE GOVERNANCE

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Financial Statements

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104	Statement of Cash Flows
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Directors' Statement

The Board of directors present their statement together with the audited financial statements of Gardens by the Bay (the "Company") for the financial year ended 31 March 2023.

In the opinion of the directors,

- the accompanying financial statements as set out on pages 101 to 127 are drawn up in accordance with the provisions of the Companies Act 1967 (the "Act"), the Charities Act 1994 and other relevant regulations ("the Charities Act and Regulations") and Financial Reporting Standards in Singapore ("FRSs") so as to give a true and fair view of the financial position of the Company as at 31 March 2023 and the financial performance, changes in accumulated funds and cash flows of the Company for the financial year ended 31 March 2023;
- the Company has complied with the requirements of Regulation 15 of the Charities (Institutions of a Public Character) Regulations;
- the use of donation monies are in accordance with the objectives of the Company as required under Regulations 11 of the Charities (Institutions of a Public Character) Regulations;
- the accounting records required by the Act have been properly kept in accordance with the provision of the Act; and
- at the date of this statement, there are reasonable grounds to believe that the Company will be able to pay its debts when they fall due.

1. DIRECTORS

The directors of the Company in office at the date of this statement are:

Niam Chiang Meng (Chairman)
Loh Chee Wai Felix (Chief Executive Officer)
Er Boon Hwee Kenneth (Yu Wenhui, Kenneth)
Chong Choy Hoong Beatrice (Zhang Caihong Beatrice)
Chua Bin Hwee
Han Juat Jong
Liew Lien Ban (Liu Lianwan)

Syed Zakir Hussain
Tan Jiew Hoe
Pua Seck Guan (Appointed on 1 December 2022)
Wong Hin Sun, Eugene (Appointed on 1 December 2022)
Jimmy Toh Yong Leng (Appointed on 1 January 2023)
Ong Huey Hong (Appointed on 1 May 2023)
Hwang Yu-Ning (Appointed on 1 June 2023)

Directors' Statement

2. DIRECTORS' INTERESTS IN SHARES AND DEBENTURES

Not applicable as the Company is limited by guarantee.

3. AUDITORS

The auditors, Deloitte & Touche LLP, have expressed their willingness to accept re-appointment.

ON BEHALF OF THE DIRECTORS

Niam Chiang Meng
Chairman

Loh Chee Wai Felix
Chief Executive Officer

Singapore
30 June 2023



Independent Auditor's Report to the Members of Gardens by the Bay

Report on the Financial Statements

Opinion

We have audited the financial statements of Gardens by the Bay (the "Company") which comprise the statement of financial position of the Company as at 31 March 2023, and the statement of comprehensive income, statement of changes in accumulated funds and statement of cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies, as set out on pages 101 to 127.

In our opinion, the accompanying financial statements are properly drawn up in accordance with the provisions of the Companies Act 1967 (the "Act"), the Charities Act 1994 and other relevant regulations ("the Charities Act and Regulations") and Financial Reporting Standards in Singapore ("FRSs") so as to give a true and fair view of the financial position of the Company as at 31 March 2023 and of the financial performance, changes in accumulated funds and cash flows of the Company for the year ended on that date.

Basis for Opinion

We conducted our audit in accordance with Singapore Standards on Auditing ("SSAs"). Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of our report. We are independent of the Company in accordance with the Accounting and Corporate Regulatory Authority ("ACRA") Code of Professional Conduct and Ethics for Public Accountants and Accounting Entities ("ACRA Code") together with the ethical requirements that are relevant to our audit of the financial statements in Singapore, and we have fulfilled our other ethical responsibilities in accordance with these requirements and the ACRA Code. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Information Other than the Financial Statements and Auditor's Report Thereon

Management is responsible for the other information. The other information comprises the Directors' Statement included in page 96 to 97, but does not include the financial statements and our auditor's report thereon.

Our opinion on the financial statements does not cover the other information and we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Independent Auditor's Report to the Members of Gardens by the Bay

Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation of financial statements that give a true and fair view in accordance with the provisions of the Companies Act, the Charities Act and Regulations and FRSs, and for devising and maintaining a system of internal accounting controls sufficient to provide a reasonable assurance that assets are safeguarded against loss from unauthorised use or disposition; and transactions are properly authorised and that they are recorded as necessary to permit the preparation of true and fair financial statements and to maintain accountability of assets.

In preparing the financial statements, management is responsible for assessing the Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Company or to cease operations, or has no realistic alternative but to do so.

Those charged with governance comprises the directors. Their responsibilities include overseeing the Company's financial reporting process.

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with SSAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with SSAs, we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Company's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.



Independent Auditor's Report to the Members of Gardens by the Bay

- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Company to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Report on Other Legal and Regulatory Requirements

In our opinion, the accounting and other records required to be kept by the Company have been properly kept in accordance with the provisions of the Companies Act, and the Charities Act and Regulations.

During the course of our audit, nothing has come to our attention that causes us to believe that during the year:

- the Company has not used the donation monies in accordance with its objectives as required under Regulation 11 of the Charities (Institutions of a Public Character) Regulations; and
- the Company has not complied with the requirements of Regulation 15 of the Charities (Institutions of a Public Character) Regulations.

Deborah A. Poon

Public Accountants and
Chartered Accountants
Singapore

30 June 2023



Statement of Financial Position

31 March 2023

	Note	2023 \$	2022 \$
Assets			
Current assets			
Cash and cash equivalents	7	203,804,126	153,178,258
Trade receivables	8	1,367,576	9,091,272
Other receivables	9	4,919,468	3,922,410
Total current assets		210,091,170	166,191,940
Non-current assets			
Property, plant and equipment	10	23,829,253	27,310,600
Right-of-use assets	11	5,061,264	9,046,183
Total non-current assets		28,890,517	36,356,783
Total assets		238,981,687	202,548,723
Liabilities and Accumulated Funds			
Current liabilities			
Trade and other payables	12	27,005,726	13,764,892
Contract liabilities	13	5,507,398	4,655,045
Deferred grant	14	-	304,697
Lease liabilities	15	4,070,812	4,068,235
Total current liabilities		36,583,936	22,792,869
Non-current liabilities			
Lease liabilities	15	990,647	4,973,309
Deferred donations	16	6,004,312	6,254,626
Deferred capital grants	17	951,062	1,198,396
Total non-current liabilities		7,946,021	12,426,331
Accumulated funds			
Designated funds		18,102,836	21,633,733
Sinking fund		6,108,807	2,570,748
Reserves		170,240,087	143,125,042
Total accumulated funds		194,451,730	167,329,523
Total liabilities and accumulated funds		238,981,687	202,548,723

See accompanying notes to financial statements.



Statement of Comprehensive Income

For the financial year ended 31 March 2023

	Note	2023 \$	2022 \$
Revenue	18	74,554,621	24,618,999
Expenses:			
Staff and related expenses	19	35,059,212	30,688,505
Horticultural works		4,207,628	3,082,171
Facilities maintenance		12,584,305	11,883,767
Utilities		6,977,346	3,744,232
Marketing and communications		1,230,803	376,743
Community programmes		2,480,536	2,559,987
Information technology maintenance		2,040,793	1,752,258
Depreciation expense of property, plant and equipment	10	6,703,121	8,323,465
Depreciation expense of right-of-use assets	11	4,098,241	4,024,196
Revamping and rejuvenation expenses		8,493,998	8,625,362
Maintenance of State land		1,120,293	852,312
Interest expense on lease liabilities	11	34,913	39,758
Other expenses		4,903,341	4,445,468
		<u>89,934,630</u>	<u>80,398,224</u>
Deficit before government grants		(15,380,009)	(55,779,225)
Government grants:			
Operating grants	20	30,579,848	35,297,312
Rental subvention	20	3,885,600	3,973,600
Revamping and rejuvenation	20	5,886,558	8,505,597
Maintenance of State land	20	1,259,945	852,312
		<u>41,611,951</u>	<u>48,628,821</u>
		<u>690,265</u>	<u>660,063</u>
		<u>42,502,216</u>	<u>49,488,884</u>
Deferred capital grants amortised	17		
Surplus (deficit) for the financial year, representing total comprehensive income (loss) for the year		<u>27,122,207</u>	<u>(6,290,341)</u>

See accompanying notes to financial statements.



Statement of Cash Flows

For the financial year ended 31 March 2023

	2023 \$	2022 \$
Operating activities		
Deficit before government grants	(15,380,009)	(55,779,225)
Adjustments for:		
Donations	(2,540,211)	(3,616,857)
Depreciation expense of property, plant and equipment	6,703,121	8,323,465
Depreciation expense of right-of-use assets	4,098,241	4,024,196
Loss on disposal of property, plant and equipment	41,371	-
Interest income	(3,500,744)	(502,534)
Interest expense on lease liabilities	34,913	39,758
Allowance for expected credit losses	3,959	125,208
Deficit before movements in working capital	(10,539,359)	(47,385,989)
Trade receivables	7,719,737	(8,696,919)
Other receivables	1,502,355	795,559
Trade and other payables	13,240,934	(1,354,109)
Deferred grant	(304,697)	(2,711,449)
Contract liabilities	852,353	(659,046)
Cash generated from (used in) operations	<u>12,471,223</u>	<u>(60,211,953)</u>
Interest received	1,506,875	452,881
Interest paid	(34,913)	(39,758)
Net cash generated from (used in) operating activities	<u>13,943,185</u>	<u>(59,798,830)</u>
Investing activities		
Proceeds from sale of property, plant and equipment	749	-
Purchase of property, plant and equipment	(3,263,893)	(1,775,546)
Net cash used in investing activities	<u>(3,263,145)</u>	<u>(1,775,546)</u>
Financing activities		
Government grants received	42,254,882	48,714,995
Donations received	1,784,353	5,434,064
Repayment of lease liabilities	(4,093,407)	(4,028,144)
Net cash from financing activities	<u>39,945,828</u>	<u>50,120,915</u>
Net increase (decrease) in cash and cash equivalents	<u>50,625,868</u>	<u>(11,453,461)</u>
Cash and cash equivalents at beginning of year	<u>153,178,258</u>	<u>164,631,719</u>
Cash and cash equivalents at end of year	<u>203,804,126</u>	<u>153,178,258</u>

See accompanying notes to financial statements.



Statement of Changes in Accumulated Funds

For the financial year ended 31 March 2023

	Accumulated funds			
	Designated funds ⁽¹⁾ \$	Sinking fund ⁽²⁾ \$	Reserves \$	Total \$
Balance at 1 April 2021	25,558,120	2,690,513	145,371,231	173,619,864
Deficit for the financial year, representing total comprehensive loss for the year	-	-	(6,290,341)	(6,290,341)
Expenses charged to designated funds and sinking fund	<u>(3,924,387)</u>	<u>(119,765)</u>	<u>4,044,152</u>	<u>-</u>
Balance at 31 March 2022	21,633,733	2,570,748	143,125,042	167,329,523
Surplus for the financial year, representing total comprehensive income for the year	-	-	27,122,207	27,122,207
Transfer from reserves to sinking fund	-	6,145,499	(6,145,499)	-
Expenses charged to designated funds and sinking fund	<u>(3,530,897)</u>	<u>(2,607,440)</u>	<u>6,138,337</u>	<u>-</u>
Balance at 31 March 2023	<u>18,102,836</u>	<u>6,108,807</u>	<u>170,240,087</u>	<u>194,451,730</u>

The Company's Memorandum and Articles of Association specifically restrict the income and property of the Company solely to the furtherance of the objects of the Company and prohibits the payment of dividends to the members of the Company.

⁽¹⁾ Designated funds are funds set aside for specific projects to upgrade amenities and services in the Gardens.

⁽²⁾ Sinking fund is a fund set aside to meet cyclical improvement works in the Gardens.

See accompanying notes to financial statements.

GARDENS BY THE BAY • ANNUAL REPORT 2022/23



Notes to Financial Statements

31 March 2023

1 GENERAL

Gardens by the Bay (the "Company") (Registration No. 201132829N) is incorporated in Singapore as a company limited by guarantee under the Singapore Companies Act 1967 with its registered office of business at One Marina Boulevard, #28-00, Singapore 018989 and the place of business is at 18 Marina Gardens Drive, Singapore 018953. The Company is an institution of Public Character ("IPC") and registered charity under the Charities Act 1994. The financial statements are expressed in Singapore dollars, which is also the Company's functional currency.

Each member of the Company has undertaken to contribute such amounts not exceeding \$1 to the assets of the Company in the event the Company is wound up and the monies are required for payment of the liabilities of the Company. The Company had four members at the end of the reporting period.

Gardens by the Bay comprises three gardens located at Marina Bay - Bay South, where the Conservatories are located, Bay East and Bay Central. The principal activities of the Company are to manage the three gardens as a premier leisure destination to provide a world-class horticultural exposition, an edutainment centre, and a green space for public enjoyment. The Company commenced its operation with the opening of Bay South to the public on 29 June 2012.

In October 2016, the Company took over full management of Bay East, Bay Central and Bayfront Plaza (western boundary of Bay South Garden). The development of Bay East Garden is now underway and is scheduled to complete in 2027.

The financial statements of the Company for the year ended 31 March 2023 were authorised for issue by the Board of Directors on 30 June 2023.

2 APPLICATION OF NEW AND AMENDMENTS TO FINANCIAL REPORTING STANDARDS IN SINGAPORE ("FRSs")

On 1 April 2022, the Company has adopted all the new and revised FRSs and Interpretations of FRS ("INT FRSs") and amendments to FRS that are relevant to its operations. The adoption of these new/revised FRSs and INT FRSs and amendments to FRS does not result in changes to the Company's accounting policies and has no material effect on the amounts reported for the current or prior years.

At the date of authorisation of these financial statements, the following FRSs, INT FRSs and amendments to FRS that are relevant to the Company were issued but not yet effective:

Amendments to FRS 1 *Classification of Liabilities as Current or Non-current¹*

Amendments to FRS 1 and FRS Practice Statement 2 *Disclosure of Accounting Policies¹*

Amendments to FRS 8 *Definition of Accounting Estimates¹*

¹ Effective for annual periods beginning on or after 1 January 2023.

² Effective for annual periods beginning on or after 1 January 2024.

Management anticipates that the adoption of the new or revised FRSs, INT FRSs and amendments to FRS in future periods will not have a material impact on the financial statements in the period of their initial adoption.

See accompanying notes to financial statements.



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Notes to Financial Statements

31 March 2023

3 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

BASIS OF ACCOUNTING - The financial statements have been prepared in accordance with the historical cost basis, except as disclosed in the accounting policies below, and are drawn up in accordance with the provisions of the Singapore Companies Act and Financial Reporting Standards in Singapore ("FRSs").

Historical cost is generally based on the fair value of the consideration given in exchange for goods and services.

Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date, regardless of whether that price is directly observable or estimated using another valuation technique. In estimating the fair value of an asset or a liability, the Company takes into account the characteristics of the asset or liability which market participants would take into account when pricing the asset or liability at the measurement date. Fair value for measurement and/or disclosure purposes in these financial statements is determined on such a basis, except for leasing transactions that are within the scope of FRS 116 Leases, and measurements that have some similarities to fair value but are not fair value, such as value in use in FRS 36 Impairment of Assets.

In addition, for financial reporting purposes, fair value measurements are categorised into Level 1, 2 or 3 based on the degree to which the inputs to the fair value measurements are observable and the significance of the inputs to the fair value measurement in its entirety, which are described as follows:

- Level 1 inputs are quoted prices (unadjusted) in active markets for identical assets or liabilities that the entity can access at the measurement date;
- Level 2 inputs are inputs, other than quoted prices included within Level 1, that are observable for the asset or liability, either directly or indirectly; and
- Level 3 inputs are unobservable inputs for the asset or liability.

FINANCIAL INSTRUMENTS - Financial assets and financial liabilities are recognised in the statement of financial position when the Company becomes a party to the contractual provisions of the instrument.

Financial assets

All financial assets are recognised and de-recognised on a trade date basis where the purchase or sale of financial assets is under a contract whose terms require delivery of assets within the time frame established by the market concerned.

All recognised financial assets are subsequently measured in their entirety at either amortised cost or fair value, depending on the classification of the financial assets.

Classification of financial assets

Debt instruments that meet the following conditions are subsequently measured at amortised cost:

- the financial asset is held within a business model whose objective is to hold financial assets in order to collect contractual cash flows; and
- the contractual terms of the financial asset give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.



FINANCIAL STATEMENTS

Notes to Financial Statements

31 March 2023

Significant increase in credit risk

In assessing whether the credit risk on a financial instrument has increased significantly since initial recognition, the Company compares the risk of a default occurring on the financial instrument as at the reporting date with the risk of a default occurring on the financial instrument as at the date of initial recognition. In making this assessment, the Company considers both quantitative and qualitative information that is reasonable and supportable, including historical experience and forward-looking information that is available without undue cost or effort. Forward-looking information considered includes the future prospects of the industries in which the Company's debtors operate, obtained from economic expert reports, financial analysts, governmental bodies, relevant think-tanks and other similar organisations, as well as consideration of various external sources of actual and forecast economic information that relate to the Company's core operations.

The Company assumes that the credit risk on a financial instrument has not increased significantly since initial recognition if the financial instrument is determined to have low credit risk at the reporting date. A financial instrument is determined to have low credit risk if i) the financial instrument has a low risk of default, ii) the borrower has a strong capacity to meet its contractual cash flow obligations in the near term and iii) adverse changes in economic and business conditions in the longer term may, but will not necessarily, reduce the ability of the borrower to fulfil its contractual cash flow obligations.

The Company regularly monitors the effectiveness of the criteria used to identify whether there has been a significant increase in credit risk and revises them as appropriate to ensure that the criteria are capable of identifying significant increase in credit risk before the amount becomes past due.

Credit-impaired financial assets

A financial asset is credit-impaired when one or more events that have a detrimental impact on the estimated future cash flows of that financial asset have occurred. Evidence that a financial asset is credit-impaired includes observable data about the following events:

- a) significant financial difficulty of the issuer or the borrower;
- b) a breach of contract, such as a default or past due event;
- c) the lender(s) of the borrower, for economic or contractual reasons relating to the borrower's financial difficulty, having granted to the borrower a concession(s) that the lender(s) would not otherwise consider;
- d) it is becoming probable that the borrower will enter bankruptcy or other financial reorganisation; or
- e) the disappearance of an active market for that financial asset because of financial difficulties.

Write-off policy

The Company writes off a financial asset when there is information indicating that the counterparty is in severe financial difficulty and there is no realistic prospect of recovery, e.g. when the counterparty has been placed under liquidation or has entered into bankruptcy proceedings. Financial assets written off may still be subject to enforcement activities under the Company's recovery procedures, taking into account legal advice where appropriate. Any recoveries made are recognised in income or expenditure.



FINANCIAL STATEMENTS

Notes to Financial Statements

31 March 2023

Amortised cost and effective interest method

The effective interest method is a method of calculating the amortised cost of a debt instrument and of allocating interest income over the relevant period.

For financial assets other than purchased or originated credit-impaired financial assets, the effective interest rate is the rate that exactly discounts estimated future cash receipts (including all fees and points paid or received that form an integral part of the effective interest rate, transaction costs and other premiums or discounts) excluding expected credit losses, through the expected life of the debt instrument, or, where appropriate, a shorter period, to the gross carrying amount of the debt instrument on initial recognition. For purchased or originated credit-impaired financial assets, a credit-adjusted effective interest rate is calculated by discounting the estimated future cash flows, including expected credit losses, to the amortised cost of the debt instrument on initial recognition.

The amortised cost of a financial asset is the amount at which the financial asset is measured at initial recognition minus the principal repayments, plus the cumulative amortisation using the effective interest method of any difference between that initial amount and the maturity amount, adjusted for any loss allowance. On the other hand, the gross carrying amount of a financial asset is the amortised cost of a financial asset before adjusting for any loss allowance.

Interest income is recognised using the effective interest method for debt instruments measured subsequently at amortised cost, except for short-term balances when the effect of discounting is immaterial.

Impairment of financial assets

The Company recognises a loss allowance for expected credit losses ("ECL") on trade and other receivables. The amount of expected credit losses is updated at each reporting date to reflect changes in credit risk since initial recognition of the respective financial instrument.

The Company always recognises lifetime ECL for trade receivables. The expected credit losses on these financial assets are estimated based on the Company's historical credit loss experience, adjusted for factors that are specific to the debtors, general economic conditions and an assessment of both the current as well as the forecast direction of conditions at the reporting date, including time value of money where appropriate.

For all other financial instruments, the Company recognises lifetime ECL when there has been a significant increase in credit risk since initial recognition. However, if the credit risk on the financial instrument has not increased significantly since initial recognition, the Company measures the loss allowance for that financial instrument at an amount equal to 12-month ECL. The assessment of whether lifetime ECL should be recognised is based on significant increases in the likelihood or risk of a default occurring since initial recognition instead of on evidence of a financial asset being credit-impaired at the reporting date or an actual default occurring.

Lifetime ECL represents the expected credit losses that will result from all possible default events over the expected life of a financial instrument. In contrast, 12-month ECL represents the portion of lifetime ECL that is expected to result from default events on a financial instrument that are possible within 12 months after the reporting date.

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31 March 2023

Measurement and recognition of expected credit losses

For financial assets, the expected credit loss is estimated as the difference between all contractual cash flows that are due to the Company in accordance with the contract and all the cash flows that the Company expects to receive, discounted at the original effective interest rate.

If the Company has measured the loss allowance for a financial instrument at an amount equal to lifetime ECL in the previous reporting period, but determines at the current reporting date that the conditions for lifetime ECL are no longer met, the Company measures the loss allowance at an amount equal to 12-month ECL at the current reporting date.

Derecognition of financial assets

The Company derecognises a financial asset only when the contractual rights to the cash flows from the asset expire, or when it transfers the financial asset and substantially all the risks and rewards of ownership of the asset to another party. If the Company neither transfers nor retains substantially all the risks and rewards of ownership and continues to control the transferred asset, the Company recognises its retained interest in the asset and an associated liability for amounts it may have to pay. If the Company retains substantially all the risks and rewards of ownership of a transferred financial asset, the Company continues to recognise the financial asset and also recognises a collateralised borrowing for the proceeds received.

On derecognition of a financial asset measured at amortised cost, the difference between the asset's carrying amount and the sum of the consideration received and receivable is recognised in income or expenditure.

Financial liabilities and equity instruments

Classification as debt or equity

Financial liabilities and equity instruments issued by the Company are classified according to the substance of the contractual arrangements entered into and the definitions of a financial liability and an equity instrument.

Equity instruments

An equity instrument is any contract that evidences a residual interest in the assets of the Company after deducting all of its liabilities. Equity instruments are recorded at the proceeds received, net of issue costs.

Financial liabilities

Trade and other payables are initially measured at fair value, net of transaction costs, and are subsequently measured at amortised cost, using the effective interest method, with interest expense recognised on an effective yield basis.

Interest-bearing loans are initially measured at fair value, and are subsequently measured at amortised cost, using the effective interest method. Interest expense calculated using the effective interest method is recognised over the term of the borrowings in accordance with the Company's accounting policy for borrowing costs.

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31 March 2023

Derecognition of financial liabilities

The Company derecognises financial liabilities when, and only when, the Company's obligations are discharged, cancelled or have expired.

OFFSETTING ARRANGEMENTS – Financial assets and financial liabilities are offset and the net amount presented in the statement of financial position when the Company has a legally enforceable right to set off the recognised amounts; and intends either to settle on a net basis, or to realise the asset and settle the liability simultaneously. A right to set-off must be available today rather than being contingent on a future event and must be exercisable by any of the counterparties, both in the normal course of business and in the event of default, insolvency or bankruptcy.

LEASES

The Company as a lessor

Leases for which the Company is a lessor are classified as finance or operating leases. Whenever the terms of the lease transfer substantially all the risks and rewards of ownership to the lessee, the contract is classified as a finance lease. All other leases are classified as operating leases.

Rental income from operating leases is recognised on a straight-line basis over the term of the relevant lease. Initial direct costs incurred in negotiating and arranging an operating lease are added to the carrying amount of the leased asset and recognised on a straight-line basis over the lease term.

The Company as a lessee

The Company assesses whether a contract is or contains a lease, at inception of the contract. The Company recognises a right-of-use asset and a corresponding lease liability with respect to all lease arrangements in which it is the lessee, except for short-term leases (defined as leases with a lease term of 12 months or less) and leases of low value assets (such as tablets and personal computers, small items of office furniture and telephones). For these leases, the Company recognises the lease payments as an operating expense on a straight-line basis over the term of the lease unless another systematic basis is more representative of the time pattern in which economic benefits from the leased assets are consumed.

The lease liability is initially measured at the present value of the lease payments that are not paid at the commencement date, discounted by using the rate implicit in the lease. If this rate cannot be readily determined, the lessee uses its incremental borrowing rate.

Lease payments included in the measurement of the lease liability comprise:

- Fixed lease payments (including in-substance fixed payments), less any lease incentives receivable;
- Variable lease payments that depend on an index or rate, initially measured using the index or rate at the commencement date;
- The amount expected to be payable by the lessee under residual value guarantees;
- The exercise price of purchase options, if the lessee is reasonably certain to exercise the options; and
- Payments of penalties for terminating the lease, if the lease term reflects the exercise of an option to terminate the lease.



FINANCIAL STATEMENTS

Notes to Financial Statements

31 March 2023

PROPERTY, PLANT AND EQUIPMENT – Property, plant and equipment are stated at cost less accumulated depreciation and any accumulated impairment losses.

Capital works-in-progress included in property, plant and equipment are not depreciated as these assets are not available-for-use. These are carried at cost, less any recognised impairment loss. Depreciation of these assets, on the same basis as other assets, commences when the assets are ready for their intended use.

Depreciation is calculated using the straight-line method to allocate depreciable amounts over their estimated useful lives as follows:

Leasehold improvements	-	8 years
Sculpture and artwork	-	10 and 20 years
Furniture, fittings and equipment	-	3 years
Laboratory and gardening equipment	-	5 years
Computing hardware and software	-	3 and 5 years
Electric and motor vehicles	-	3 and 8 years

The estimated useful lives, residual values and depreciation methods are reviewed at each year end, with the effect of any changes in estimate being accounted for on a prospective basis.

The gain or loss arising from disposal or retirement of an item of property, plant and equipment is determined as the difference between the sales proceeds and the carrying amounts of the asset and is recognised in income or expenditure.

Fully depreciated assets still in use are retained in the financial statements.

IMPAIRMENT OF TANGIBLE ASSETS – At the end of each reporting period, the Company reviews the carrying amounts of its tangible assets to determine whether there is any indication that those assets have suffered an impairment loss. If any such indication exists, the recoverable amount of the asset is estimated to determine the extent of the impairment loss (if any). Where it is not possible to estimate the recoverable amount of an individual asset, the Company estimates the recoverable amount of the cash-generating unit to which the asset belongs.

Recoverable amount is the higher of fair value less costs to sell and value in use. In assessing value in use, the estimated future cash flows are discounted to their present value using pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset for which the estimates of future cash flows have not been adjusted.

If the recoverable amount of an asset (or cash-generating unit) is estimated to be less than its carrying amount, the carrying amount of the asset (cash-generating unit) is reduced to its recoverable amount. An impairment loss is recognised immediately in income or expenditure.

Where an impairment loss subsequently reverses, the carrying amount of the asset (cash-generating unit) is increased to the revised estimate of its recoverable amount, but so that the increased carrying amount does not exceed the carrying amount that would have been determined had no impairment loss been recognised for the asset (cash-generating unit) in prior years. A reversal of an impairment loss is recognised immediately in income or expenditure.



FINANCIAL STATEMENTS

Notes to Financial Statements

31 March 2023

The lease liability is presented as a separate line in the statement of financial position.

The lease liability is subsequently measured by increasing the carrying amount to reflect interest on the lease liability (using the effective interest method) and by reducing the carrying amount to reflect the lease payments made.

The Company re-measures the lease liability (and makes a corresponding adjustment to the related right-of-use asset) whenever:

- The lease term has changed or there is a significant event or change in circumstances resulting in a change in the assessment of exercise of a purchase option, in which case the lease liability is re-measured by discounting the revised lease payments using a revised discount rate.
- The lease payments change due to changes in an index or rate or a change in expected payment under a guaranteed residual value, in which the lease liability is re-measured by discounting the revised lease payments using an unchanged discount rate (unless the lease payments change is due to a change in a floating interest rate, in which case a revised discount rate is used).
- A lease contract is modified and the lease modification is not accounted for as a separate lease, in which case the lease liability is re-measured by discounting the revised lease payments using a revised discount rate.

The right-of-use assets comprise the initial measurement of the corresponding lease liability, lease payments made at or before the commencement day, less any lease incentives received and any initial direct costs. They are subsequently measured at cost less accumulated depreciation and impairment losses.

Whenever the Company incurs an obligation for costs to dismantle and remove a leased asset, restore the site on which it is located or restore the underlying asset to the condition required by the terms and conditions of the lease, a provision is recognised and measured under FRS 37. To the extent that the costs relate to a right-of-use asset, the costs are included in the related right-of-use asset, unless those costs are incurred to produce inventories.

Right-of-use assets are depreciated over the shorter period of lease term and useful life of the underlying asset. If a lease transfers ownership of the underlying asset or the cost of the right-of-use asset reflects that the Company expects to exercise a purchase option, the related right-of-use asset is depreciated over the useful life of the underlying asset.

The depreciation starts at the commencement date of the lease.

The right-of-use assets are presented as a separate line in the statement of financial position.

The Company applies FRS 36 to determine whether a right-of-use asset is impaired and accounts for any identified impairment loss.

Variable rents that do not depend on an index or rate are not included in the measurement of the lease liability and the right-of-use asset. The related payments are recognised as an expense in the period in which the event or condition that triggers those payments occurs and are included in 'Other expenses' in the statement of comprehensive income.

As a practical expedient, FRS 116 permits a lessee not to separate non-lease components, and instead account for any lease and associated non-lease components as a single arrangement. The Company has not used this practical expedient. For contracts that contain a lease component and one or more additional lease or non-lease components, the Company allocates the consideration in the contract to each lease component on the basis of the relative stand-alone price of the lease component and the aggregate stand-alone price of the non-lease components.

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PROVISIONS – Provisions are recognised when the Company has a present legal or constructive obligation as a result of past events. It is probable that an outflow of resources will be required to settle the obligation, and a reliable estimate of the amount can be made.

The amount recognised as a provision is the best estimate of the consideration required to settle the present obligation at the end of the reporting period, taking into account the risks and uncertainties surrounding the obligation. Where a provision is measured using the cash flows estimated to settle the present obligation, its carrying amount is the present value of those cash flows.

When some or all of the economic benefits required to settle a provision are expected to be recovered from a third party, the receivable is recognised as an asset if it is virtually certain that reimbursement will be received and the amount of the receivable can be measured reliably.

REVENUE – Revenue comprises the consideration received or receivable for the sale of goods and services in the ordinary course of the Company's activities. The Company recognises revenue when it transfers control of a product or service to a customer and the customer can substantially obtain the benefits from the service.

Ticketing income

This arises from admission to the Conservatories, OCBC Skyway, Supertree Observatory, Floral Fantasy and Garden Cruisers.

Income from the sale of Conservatory, OCBC Skyway, Supertree Observatory, Floral Fantasy and Garden Cruisers tickets is recognised at a point in time when tickets are used or expired, as it represents the satisfaction of the performance obligation, whereby the control of the service is transferred to the customer and the customer can substantially obtain the benefits from the service.

Friends of the Gardens membership

Consideration attributable to the Friends of the Gardens membership is deferred and the revenue from the membership is amortised over the period of their validity, as customers are able to simultaneously receive and consume the benefits over this period.

Income from rentals

Income from operating lease rentals is recognised in accordance with the accounting policy on leases.

Income from venue hires

Income from venue hire is recognised at a point in time when the event is held or the service is rendered.

Carpark income

Carpark income, which is short term in nature, is recognised at a point in time on a receipt basis.

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Education, guided tours and merchandise

Income from education, guided tours and merchandise is recognised at a point in time when goods are sold or services are rendered.

DONATIONS - Donations are recognised as income when the restrictions and conditions are under the Company's purview and it is probable that these restrictions and conditions would be met. If otherwise, these donations shall be recognised as deferred donation income until the above criteria are fulfilled or when the restrictions and/or conditions expire.

GOVERNMENT GRANTS - Grants received from the Government of Singapore, administered through the Ministry of National Development ("MND") and its related agencies are for the purpose of meeting certain operating and capital expenditure.

Government grants are not recognised until there is reasonable assurance that the Company will comply with the conditions attached to them and that the grants will be received. Government grants whose primary condition is that the Company should purchase or otherwise acquire non-current assets are recognised as deferred capital grants in the statement of financial position and transferred to income or expenditure on a systematic and rational basis over the useful lives of the related assets.

Other government grants are recognised as income over the periods necessary to match them with the costs for which they are intended to compensate, on a systematic basis. Government grants that are receivable as compensation or losses already incurred or for the purpose of giving immediate financial support to the Company with no future related costs are recognised in income or expenditure in the period in which they become receivable.

DESIGNATED FUNDS - Designated funds are funds earmarked from the reserves for specific purpose of upgrading of amenities and services in the Gardens. For projects undertaken which are capital in nature, the fund is reduced over the useful life of the asset when depreciation commences. Other non-capital expenses are charged as and when incurred.

SINKING FUND - Sinking fund is a fund set aside to meet cyclical improvement works in the Gardens.

RETIREMENT BENEFIT OBLIGATIONS - Payments to defined contribution retirement benefit plans are charged as an expense when employees have rendered the services entitling them to the contributions. Payments made to state-managed retirement benefit schemes, such as the Singapore Central Provident Fund ("CPF"), are dealt with as payments to defined contribution plans where the Company's obligations under the plans are equivalent to those arising in a defined contribution retirement benefit plan.

EMPLOYEE LEAVE ENTITLEMENT - Employee entitlements to annual leave are recognised when they accrue to employees. A provision is made for the estimated liability for annual leave as a result of services rendered by employees up to the end of the reporting period.



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Key sources of estimation uncertainty

The key assumptions concerning the future and other key sources of estimation uncertainty at the end of the reporting period that may have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year, are as follows:

Calculation of loss allowance

The Company recognises lifetime ECL for trade receivables based on the Company's historical credit loss experience, adjusted for factors that are specific to the debtors, general economic conditions and an assessment of both the current as well as the forecast direction of conditions at the reporting date. For other receivables, the Company measures the loss allowance at an amount equal to 12-month ECL, as the credit risk has not increased significantly since initial recognition. The amount of the impairment loss based on ECL model is measured as the difference between all contractual cash flows that are due to the Company in accordance with the contract and all the cash flows that the Company expects to receive, discounted at the effective interest rate determined at initial recognition. Where the future cash flows are less than expected, or being revised downward due to changes in facts and circumstances, a material impairment loss may arise. The carrying amounts of trade receivables and other receivables are disclosed in Note 8 and 9 respectively.

5 FINANCIAL INSTRUMENTS, FINANCIAL RISKS AND CAPITAL RISK MANAGEMENT

(a) Categories of financial instruments

The following table sets out the financial instruments as at the end of the reporting period:

	2023	2022
Financial assets	\$	\$
At amortised cost:		
Cash and cash equivalents	203,804,126	153,178,258
Trade receivables	1,367,576	9,091,272
Other receivables (excluding prepayments)	4,207,821	1,626,088
	<u>209,379,523</u>	<u>163,895,618</u>
Financial liabilities		
At amortised cost:		
Trade and other payables	27,005,726	13,764,892
Lease liabilities	5,061,459	9,041,544
	<u>32,067,185</u>	<u>22,806,436</u>

Financial instruments subject to offsetting, enforceable master netting arrangements and similar agreements

The Company does not have any financial instruments which are subject to enforceable master netting arrangements or similar netting agreements.



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CASH AND CASH EQUIVALENTS - Cash and cash equivalents include cash at bank and on hand, and deposits with financial institutions which are subject to an insignificant risk of change in value.

4 CRITICAL ACCOUNTING JUDGEMENTS AND KEY SOURCES OF ESTIMATION UNCERTAINTY

In the application of the Company's accounting policies, which are described in Note 3 to the financial statements, management is required to make judgements, estimates and assumptions that affect the application of accounting policies and the reported amounts of assets, liabilities, income and expenses. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised if the revision affects only that period, or in the period of the revision and future periods if the revision affects both current and future periods.

Critical judgements in applying the Company's accounting policies

The following are the critical judgements, apart from those involving estimates (see below), that management has made in the process of applying the Company's accounting policies and that have a significant effect on the amounts recognised in the financial statements.

The key features of Bay South include the Conservatories, Supertrees, Heritage Gardens, and World of Plants.

The Conservatories are glasshouses that replicate conditions for the display of plants from the Tropical Highlands and Mediterranean-type climatic regions of the world. They incorporate sustainable energy technologies, minimising their environmental footprint by the smart use of location, structure, systems and materials, intelligent design, including de-humidifying technologies that when combined with other innovations, result in electrical energy savings compared to conventional cooling technologies.

The power savings are achieved by the Biomass Co-generation System (the "Biomass System") which generates electricity that powers the chiller to cool the Conservatories. All waste heat is simultaneously captured in the process to regenerate the liquid desiccant to dry the air in the two Conservatories. The co-generation of energy is achieved by the use of a combined heat power steam turbine that is fed by horticultural waste from Gardens by the Bay and sites in Singapore. The Biomass System is an integral part of the development of Gardens by the Bay.

The Biomass System was designed and built by a third party service provider and the construction of the system was initiated by National Parks Board ("NParks"), on behalf of the Government of Singapore, under the development master plan for Gardens by the Bay. The Company was incorporated to manage the operations of Gardens by the Bay, including overseeing the smooth operations of the Biomass System. The operations of Gardens by the Bay are funded by operating surplus and government grants.

(b) Financial risk management policies and objectives

The Company seeks to minimise the potential adverse impact arising from fluctuations in interest rates and the unpredictability of the financial markets. The Company does not trade in derivative financial instruments. The main areas of financial risk faced by the Company are as follows:

• Interest rate risk management

Interest rate risk refers to the risk faced by the Company as a result of fluctuation in interest rate.

The Company's exposure to changes in interest rates relates primarily to fixed deposits with short-term maturities.

Interest rate sensitivity analysis has not been presented as management does not expect any reasonable possible changes in interest rates to have a material impact on the Company's income or expenditure.

• Credit risk management

The Company develops and maintains its credit risk gradings to categorise exposures according to their degree of risk of default. The Company uses its own trading records to rate its major customers and other debtors. Cash is held with creditworthy institution and is subject to immaterial credit loss.

Although the Company's credit exposure is concentrated mainly in Singapore, it has no significant concentration of credit risk with any single customer or group of customers.

The details on the credit quality and potential exposure to credit risk of the Company's financial assets are disclosed in Notes 8 and 9.

• Liquidity risk management

The Company monitors and maintains sufficient cash and cash equivalents to finance its operations. Funding is also made available through the surplus from its operations and government grants.

All financial liabilities are repayable on demand or due within 1 year from the end of the reporting period, except for lease liabilities as disclosed in Note 15.

• Fair values of financial assets and financial liabilities

The carrying amounts of financial assets and financial liabilities reported in the statement of financial position approximate their respective fair values due to the relatively short-term maturity of these financial instruments.

(c) Capital management policies and objectives

The Company manages its capital to ensure that it will be able to continue as a going concern. The capital structure of the Company consists of accumulated funds. The Company's overall strategy remains unchanged from the previous financial year.

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6 RELATED PARTY TRANSACTIONS

Some of the Company's transactions and arrangements are with related parties and the effect of these on the basis determined between the parties is reflected in these financial statements. The balances are unsecured, interest-free and repayable on demand unless otherwise stated.

Remuneration of directors and key management personnel

The aggregate remuneration of non-executive directors and key management personnel during the year was as follows:

	2023	2022
	\$	\$
Short-term benefits	3,409,468	3,023,594
CPF contributions	144,948	130,033
	<u>3,554,416</u>	<u>3,153,627</u>

The aggregate honorarium paid to non-executive Directors for the year ended 31 March 2023 was \$93,729 (2022 : \$90,000).

7 CASH AND CASH EQUIVALENTS

	2023	2022
	\$	\$
Cash at bank and in hand	8,930,732	13,985,201
Fixed deposits	194,873,394	139,193,057
	<u>203,804,126</u>	<u>153,178,258</u>

Fixed deposits have an effective interest rate of approximately 3.8% (2022 : 0.4%) per annum with maturities ranging from 3 to 12 months (2022 : 1 to 18 months). These deposits are easily convertible to cash upon request.

8 TRADE RECEIVABLES

	2023	2022
	\$	\$
Third parties	1,221,945	1,181,361
Less: Allowance for expected credit losses	-	(125,208)
	<u>1,221,945</u>	<u>1,056,153</u>
Amount due from Ministry of National Development	145,631	8,035,119
	<u>1,367,576</u>	<u>9,091,272</u>

As at 1 April 2021, trade receivables from contracts with customers amounted to \$328,761 (net of loss allowance of \$Nil).

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The average credit period is approximately 30 days (2022 : 30 days). No interest is charged on the trade receivables.

The Company measures the loss allowance for trade receivables of an amount equal to the lifetime expected credit losses ("ECL"). This allowance has been determined by reference to past default experience and expected credit losses. The expected credit loss approach incorporates forward-looking macroeconomic data. The Company has recognised a loss allowance of 100% against receivables that may not be recoverable.

There has been no change in the estimation techniques or significant assumptions made during the current reporting period.

A trade receivable is written off when there is information indicating that the debtor is in severe financial difficulty and there is no realistic prospect of recovery.

The table below shows the movement in lifetime ECL (credit-impaired) that has been recognised for trade receivables:

	Collectively assessed	Individually assessed
	\$	\$
At 1 April 2021	-	-
Net remeasurement of loss allowance	-	125,208
At 31 March 2022	-	125,208
Net remeasurement of loss allowance	-	3,959
Written off during the year	-	(129,167)
At 31 March 2023	-	-

For the year ended 31 March 2023, the Company has written off trade receivables of \$129,167 (2022 : \$Nil) as the amounts is not recoverable.

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9 OTHER RECEIVABLES

	2023	2022
	\$	\$
Deposits	1,200,600	1,199,010
Prepayments	711,647	2,296,322
Others	266,090	185,360
	<u>2,178,337</u>	<u>3,680,692</u>
Donation and interest receivables	2,741,131	241,718
	<u>4,919,468</u>	<u>3,922,410</u>

Other receivables are considered to have low credit risk as they are not due for payment at the end of the reporting period and there has been no significant increase in the risk of default on the receivables since initial recognition.

Accordingly, for the purpose of impairment assessment for these receivables, the loss allowance is measured at an amount equal to 12-month expected credit losses ("ECL").

In determining the ECL, management has taken into account the historical default experience and the financial position of the counterparties, adjusted for factors that are specific to the debtors and general economic conditions of the industry in which the debtors operate, in estimating the probability of default as well as the loss upon default. Management determines the other receivables are subject to immaterial credit loss.

There has been no change in the estimation techniques or significant assumptions made during the current reporting period.

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10 PROPERTY, PLANT AND EQUIPMENT

	Land and improvements	Structures and network	Furniture, fixtures and equipment	Laboratory equipment	Computing hardware and software	Electric and motor vehicles	Capital works-in-progress	Total
	\$	\$	\$	\$	\$	\$	\$	\$
Cost:								
At 1 April 2021	54,365,686	10,414,023	7,645,371	511,112	13,774,322	2,317,599	534,330	86,454,231
Additions	862,707	39,342	277,522	-	577,135	-	238,240	1,775,546
Disposal	-	-	(18,075)	-	(59,889)	-	-	(78,964)
Transfer	-	-	-	-	100,000	-	(100,000)	-
At 31 March 2022	55,318,372	10,454,264	7,805,018	511,112	13,071,778	2,317,599	672,570	80,151,713
Additions	51,260	1,942,112	589,831	-	136,910	-	543,760	3,253,893
Disposal	-	-	(13,506)	-	(269,800)	(484,000)	-	(767,306)
Transfer	-	-	-	-	718,530	-	(718,530)	-
At 31 March 2023	55,370,632	12,396,376	8,381,343	511,112	13,857,418	1,833,599	497,820	92,648,300
Accumulated depreciation:								
At 1 April 2021	26,381,211	9,091,866	6,996,314	471,467	9,371,711	2,283,043	-	54,595,712
Depreciation	6,050,341	411,049	476,430	14,705	1,350,206	20,734	-	8,323,465
Disposal	-	-	(18,075)	-	(59,889)	-	-	(78,964)
At 31 March 2022	32,431,562	9,503,015	7,454,669	486,172	10,661,928	2,303,777	-	62,841,113
Depreciation	4,778,657	172,837	319,287	9,976	1,408,542	13,822	-	6,703,121
Disposal	-	-	(13,506)	-	(227,881)	(484,000)	-	(725,387)
At 31 March 2023	37,210,109	9,675,852	7,760,450	496,148	11,842,789	1,815,599	-	68,813,047
Carrying amount:								
At 31 March 2023	18,160,523	2,720,424	608,893	14,964	1,814,629	-	497,820	23,839,253
At 31 March 2022	22,887,820	951,249	350,349	24,940	2,409,850	13,822	672,570	27,310,000

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11 RIGHT-OF-USE ASSETS

	Land and buildings	Equipment	Total
	\$	\$	\$
Cost:			
At 1 April 2021	9,336,212	235,930	9,572,142
Additions	11,875,163	107,484	11,982,647
At 31 March 2022	21,211,375	343,414	21,554,789
Additions	43,336	69,986	113,322
Disposal	-	(343,414)	(343,414)
At 31 March 2023	21,254,711	69,986	21,324,697
Accumulated depreciation:			
At 1 April 2021	8,298,856	185,554	8,484,410
Depreciation	3,930,459	93,737	4,024,196
At 31 March 2022	12,229,315	279,291	12,508,606
Depreciation	4,022,455	75,786	4,098,241
Disposal	-	(343,414)	(343,414)
At 31 March 2023	16,251,770	11,663	16,263,433
Carrying amounts:			
At 31 March 2023	5,002,941	58,323	5,061,264
At 31 March 2022	8,982,060	64,123	9,046,183

The Company leases three gardens (Bay South, Bay East and Bay Central) from the Government. These are recognised as right-of-use assets and corresponding lease liabilities. Right-of-use assets are depreciated over their lease terms. The lease payments of the gardens are funded by way of a government subvention stated in Note 20. In addition, leases of some equipment from other vendors are also recognised as right-of-use assets. The lease term for these leases range from 2 to 3 years.

Amount recognised in statement of comprehensive income

	2023	2022
	\$	\$
Depreciation of right-of-use assets	4,098,241	4,024,196
Interest expense on lease liabilities	34,913	39,758
Expenses relating to short-term leases	286,021	510,174

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12 TRADE AND OTHER PAYABLES

	2023	2022
	\$	\$
Third parties	3,503,231	638,160
Accrued operating expenses	20,874,179	11,384,212
Deposits	2,627,570	1,712,682
Other payables due to National Parks Board	746	29,838
	27,005,726	13,764,892

The average credit period on purchases is 30 days (2022 : 30 days).

For the year ended 31 March 2023, purchase of goods and services from NParks totalled \$11,631 (2022 : \$9,542). In addition, the Company has research facilities at HortPark (managed by NParks), for which the Company paid NParks rental of \$151,200 (2022 : \$151,200) and utility expenses of \$172,630 (2022 : \$117,535).

13 CONTRACT LIABILITIES

	2023	2022
	\$	\$
Deferred revenue	5,507,398	4,855,045

As at 1 April 2021, deferred revenue amounted to \$5,514,091.

This mainly relates to consideration received from the sale of tickets, which have not been used by the customers, and from the sale of the Friends of the Gardens membership, which have not been fully amortised over the period of their validity, and are thus recorded as deferred revenue.

14 DEFERRED GRANT

	2023	2022
	\$	\$
Jobs Support Scheme deferred grant	-	304,697

This relates to the jobs support scheme grant from Singapore Government to co-fund the wages of local employees.

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15 LEASE LIABILITIES

	2023	2022
	\$	\$
Maturity analysis:		
Within one year	4,085,660	4,102,416
In the second year	979,488	4,037,853
In the third year	11,904	949,813
	5,077,052	9,090,082
Less: Unearned interest	(15,593)	(48,538)
	5,061,459	9,041,544
Analysed as:		
Current	4,070,812	4,068,235
Non-current	990,647	4,973,309
	5,061,459	9,041,544

Lease liabilities have a weighted average effective interest rate of approximately 0.52% (2022 : 0.50%). The Company does not face a significant liquidity risk with regard to its lease liabilities.

Reconciliation of lease liabilities arising from financing activities

The table below details changes in the Company's lease liabilities arising from financing activities, including both cash and non-cash changes. Liabilities arising from financing activities are those for which cash flows were, or future cash flows will be, classified in the Company's Cash Flow Statement as cash flows from financing activities.

	2023	2022
	\$	\$
Lease liabilities		
At beginning of the year	9,041,544	1,087,041
Financing cash flows	(4,093,407)	(4,028,144)
New lease liabilities	113,322	11,982,647
At end of the year	5,061,459	9,041,544

16 DEFERRED DONATIONS

	Assets (capital in nature)	Others	Total
	\$	\$	\$
At 1 April 2021	5,900,586	50,000	5,950,586
Received during the year	-	2,331,643	2,331,643
Transferred to donations for assets (capital in nature) which commenced during the year	766,380	(766,380)	-
Transferred to income or expenditure	(1,965,895)	(61,708)	(2,027,603)
At 31 March 2022	4,701,071	1,553,555	6,254,626
Received during the year	-	908,500	908,500
Transferred to donations for assets (capital in nature) which commenced during the year	1,874,891	(1,874,891)	-
Transferred to income or expenditure	(839,659)	(319,155)	(1,158,814)
At 31 March 2023	5,736,303	268,009	6,004,312

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17 DEFERRED CAPITAL GRANTS

	2023	2022
	\$	\$
At beginning of year	1,198,396	1,972,285
Grants received during the year	642,931	66,374
Transferred to income or expenditure	(890,265)	(860,063)
At end of year	951,062	1,198,396

18 REVENUE

	2023	2022
	\$	\$
Types of goods and services		
At a point in time:		
Ticketing income	48,110,578	11,413,524
Income from venue hires	4,584,817	870,317
Carpark income	1,776,304	1,524,079
Income from education, guided tours and merchandise	4,729,842	886,402
Others	868,174	620,084
	60,069,715	15,314,406
Friends of the Gardens membership, recognised over time	4,024,801	2,994,901
	64,094,516	18,309,307
Other types of income:		
Income from rentals	4,419,150	2,190,301
Donations	2,540,211	3,616,857
Interest income	3,500,744	502,534
	10,460,105	6,309,692
Total	74,554,621	24,618,999

The total tax-deductible donations received for the year ended 31 March 2023 amounted to \$608,637 (2022 : \$2,286,388). Donations income includes income released from deferred donations of \$1,158,814 (2022 : \$2,027,603) to match the corresponding depreciation expenses of donated assets and operating expenses.

19 STAFF AND RELATED EXPENSES

	2023	2022
	\$	\$
Wages and salaries	31,220,978	26,919,867
Costs of defined contribution plans included in employee benefits expense	3,377,176	3,289,281
Other benefits	461,058	479,357
	35,059,212	30,688,505

20 GOVERNMENT GRANTS

	Operating grants ⁽ⁱ⁾	Rental subvention ⁽ⁱⁱ⁾	Reamping and rejuvenation ⁽ⁱⁱⁱ⁾	Maintenance of state land ^(iv)	Development grants ^(v)	Total
	\$	\$	\$	\$	\$	\$
At 1 April 2021	-	-	-	-	-	-
Grants received during the year	35,297,312	3,977,600	8,505,597	852,312	7,763,999	56,392,420
Payment on behalf	-	-	-	-	(7,763,999)	(7,763,999)
Transfer to income or expenditure	(34,297,312)	(3,973,600)	(8,505,597)	(852,312)	-	(48,628,821)
At 31 March 2022	-	-	-	-	-	-
Grants received during the year	30,579,848	3,885,600	5,886,558	1,259,945	6,845,830	48,457,781
Payment on behalf	-	-	-	-	(6,845,830)	(6,845,830)
Transfer to income or expenditure	(30,579,848)	(3,885,600)	(5,886,558)	(1,259,945)	-	(41,611,951)
At 31 March 2023	-	-	-	-	-	-

Notes

⁽ⁱ⁾ Included in operating grants is the Jobs Support Scheme grant of \$292,867 (2022 : \$4,916,868) from the Singapore Government as part of the Government's COVID-19 relief measures. The Jobs Support Scheme grant is recognised as income when the Company is able to demonstrate that it is reasonable assurance that it will comply with the conditions attached to the grants. Jobs Support Scheme grant was recognised in profit or loss on a systematic basis over the period of uncertainty in which the Company recognises as expenses the related salary costs for which the grant was intended to compensate. Management had determined the period of uncertainty to commence from April 2020.

⁽ⁱⁱ⁾ The Government has charged the Company rental for use of the three gardens. The rental is funded by way of a government subvention. FRS 116 applies to the lease rental. It is now recorded as a right-of-use asset and depreciated over the lease term. Lease expenses are shown as depreciation and interest expense instead of rental cost.

⁽ⁱⁱⁱ⁾ The Company as lessee is responsible for carrying out ground settlement and cyclical maintenance of the rented premises, including but not limited to major upgrading and/or replacement of mechanical and electrical systems, works relating to the reamping or rejuvenation of landscaping and architecture and similar works to be carried out to the rented premises.

^(iv) The Government appointed the Company to maintain State land in the proximity of Gardens by the Bay.

^(v) The Company is the appointed agent to carry out national projects on behalf of the Government.

Notes to Financial Statements

31 March 2023

21 TAX

The Company is a registered Charity under the Charities Act 1994 and is exempt from income tax.

22 CAPITAL COMMITMENTS

Capital expenditure contracted for at the end of the reporting period but not recognised in the financial statements is as follows:

	2023	2022
	\$	\$
Property, plant and equipment	569,401	454,479
National projects on behalf of the Government	17,927,431	17,323,471
	18,496,832	17,777,950

23 OPERATING LEASE ARRANGEMENTS

Disclosure required by FRS 116

The Company as lessee

At 31 March 2023, the Company is committed to \$659,329 (2022 : \$76,844) for short-term and low value leases.

The Company as lessor

Operating leases, in which the Company is the lessor, relate to the properties owned by the Company with lease terms of between 1 to 4.5 years (2022 : 1 to 3 years). All operating lease contracts contain market review clauses in the event that the lessee exercises its option to renew. The lessee does not have an option to purchase the property at the expiry of the lease period.

	2023	2022
	\$	\$
Analysis of operating lease payments (excluding variable components):		
Within one year	1,523,315	1,113,513
In the second to third year inclusive	1,605,210	1,236,483
Total	3,128,525	2,349,996

The following table presents the amounts reported in statement of comprehensive income:

	2023	2022
	\$	\$
Lease income on operating lease (including variable components)	4,419,150	2,190,301

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INTRODUCING MARINA SOUTH

AIM OF THIS GUIDE

This Marina South Urban Design Guide aims to visually communicate the desired outcomes of the planning and urban design objectives, and the design principles behind the urban design requirements from site planning to implementation details.

It should be read together with the relevant land sales requirements and conditions for specific sites and developments.

ABOUT MARINA SOUTH

Set amid lush gardens, Marina South which borders the southern coast seeks to redefine city living as a forward-looking, convivial mixed-use neighbourhood. Imagine a neighbourhood next to Marina Bay and the Central Business District (CBD) that is:

- a. A green and blue cool urban oasis with sustainable features;
- b. A 10-minute neighbourhood with the necessary daily amenities within a 10-minute walk; and
- c. A welcoming, inclusive, community-centric precinct with a lively public realm.

Being a greenfield site, Marina South presents a unique opportunity to champion sustainable living from the start. The precinct has been planned based on the Building and Construction Authority (BCA)'s Green Mark (GM) for Districts framework – Platinum rating. Developments in Marina South are to also attain the accreditation of GM Platinum Super Low Energy (SLE), as well as Maintainability, Whole of Life Carbon and Health and Wellbeing badges. A district planned to harness the prevailing winds, Marina South presents itself as a cool green and blue oasis.

Marina South is well connected to Marina Bay, the CBD and the rest of Singapore via public transit and major roads. Two stations along the Thomson East-Coast (TEL) Mass Rapid Transit (MRT) rail line serve the area. Planned as a car-lite district, it is a self-sufficient neighbourhood with amenities and key recreational facilities planned within an easy 10-minute walk via leafy streets and a comprehensive cycling network. Together with a wide array of public spaces, from a buzzy pedestrian mall to a convivial neighbourhood street, Marina South is set to provide a welcoming experience to residents and visitors alike.

NEW MODEL FOR CITY LIVING

10-MINUTE NEIGHBOURHOOD

A mixed-use residential neighbourhood with retail, hotels, offices, amenities and public transport, all within a 10-minute walk.

GREEN, BLUE, AND COOL URBAN OASIS

Planned based on sustainability principles, the neighbourhood surrounded by gardens and water supports eco-friendly lifestyles.

COMMUNITY-CENTRIC NEIGHBOURHOOD FOR ALL

A convivial public realm to support the building of resilient, multi-generational communities.

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LIVELY URBAN NEIGHBOURHOOD

CONNECT AND GATHER in Marina South's extensive network of public spaces which are interconnected through walkable streets, mid-block shortcuts, underground pedestrian links and an elevated bridge.

SQUARES AND COURTYARDS

The courtyard typology creates an accessible ground level lined by squares, plazas and courtyards to support a whole host of community activities.

ELEVATED LANDSCAPED BRIDGE

Connecting Gardens by the Bay and Marina Coastal Park, this bridge provides a seamless walk between the two parks. Immerse in nature, hear the birds chirping and enjoy beautiful views to the sea.

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10-MINUTE NEIGHBOURHOOD

WHAT MAKES MARINA SOUTH A 10-MINUTE NEIGHBOURHOOD FOR RESIDENTS AND VISITORS?

- Mixed-use developments integrating an array of amenities
- Good distribution of amenities along key pedestrian routes and public spaces
- Curated and balanced mix of amenities catering to the needs of residents and visitors



AMENITIES AT THE DOORSTEP

Commercial and community uses are planned along key streets and the Pedestrian Mall. These are envisioned to provide essential services such as fresh food stores, convenience stores, bakeries, laundromats, medical clinics, hair-dressing salons, barbers, and student care centres to cater to the needs of multi-generational live-in communities and visitors. Certain key amenities such as supermarkets and food courts would be a requirement for developers to provide.

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COMMUNITY USES

Uses such as childcare centres and other community facilities will be specified for selected developments.

SPORTS AND PLAY

Developers are strongly encouraged to provide sports and play facilities that cater to all ages.

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PEDESTRIAN MALL

LIVELY PLACE TO BE

Lively and buzzy, this is the place to be seen and heard whether catching up with family or bumping into friends, the pedestrian mall is well linked to gardens by the Bay and the Marina South TEL Stations.



PLAYFUL AND ACTIVE

Activity Generating Uses (AGUs) will be required for spaces fronting the mall. A good mix of uses are encouraged, such as supermarkets, food courts, eateries, cafes, salons, shops, post office and banks. Outdoor Refreshment Areas (ORAs) are allowed in designated areas within the mall.

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GREEN AND SHADED

Multiple rows of trees will provide well-shaded and pleasant spaces. There will be a good balance of softscape and hardscape within the 30m wide mall, providing users with access to quality greenery and usable open spaces. Street furniture, lighting and paving shall be coordinated to create a distinct urban identity.

CONNECTED AND PROTECTED

Covered walkways on both sides of the mall provide all weather-protection. Connections to the Underground Pedestrian Network and Elevated Garden Bridge are to front directly onto the mall, with good way-finding signage.

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INTIMATE AND COSY

Activity Generating Uses (AGUs) will be required at the corners fronting the Neighbourhood Street. Smaller scale amenities such as cafes, bakeries, convenience stores, laundromats, childcare centres and clinics, with attractive shopfronts, are encouraged. Each cluster is to include a good mix of different uses, to cater for a variety of needs.

INFORMAL AND ACTIVE

The building setbacks are to be designed as well-shaded informal community spaces, to incorporate playful street furniture (including play equipment, fitness equipment, seating, bicycle parking, etc) and lush landscaping. ORAs can also be supported within the setbacks.

LUSH AND DISTINCTIVE

The street will be well-shaded, with 2 rows of trees and a good mix of softscape and hardscape. This will be complemented by a dedicated covered walkway, ensuring all weather-protection. Street furniture and paving shall be coordinated to create a distinct urban identity.

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PLAZAS AND COURTYARDS

SPACES TO MEET AND PLAY

Plazas and public courtyards within developments serve as outdoor spaces for activity and play. From dog-walking and engaging in group exercises, to having picnics and playing games, these open spaces provide opportunities for residents to lead an active lifestyle through spontaneous and planned outdoor activities.



COMMUNITY-CENTRIC

Developers of selected developments will be required to work with government agencies to provide facilities catering to the needs of the community such as childcare centres.

Such amenities should be located prominently fronting public spaces and key streets, for ease of access and to enliven public spaces. For example, childcare centres can be located next to

public playgrounds, for children to easily access and enjoy outdoor spaces.

DIVERSE AND INCLUSIVE

Developers are strongly encouraged to design multi-generational public spaces, with facilities catering to the needs of users of all ages. Examples include locating playgrounds near fitness corners catering to seniors, enabling different generations to gather and interact in the area.

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ELEVATED LANDSCAPED BRIDGE

GARDENS TO COAST

An Elevated Landscaped Bridge at the second storey will connect Gardens by the Bay to the Marina South Coastal Park. Linking multiple developments along Marina Grove, the bridge will enable easy access to green and blue spaces for residents and visitors from the Marina South Neighbourhood.



LUSH AND SHADED

The Elevated Landscaped Bridge will include lush landscaping, spaces for rest and sheltered walkways throughout. It will provide comfortable and weather-protected connections between developments, and from developments to Gardens by the Bay and the Marina South Coastal Park.

WELL-CONNECTED AND BARRIER-FREE

Developers will be required to provide vertical circulation points between the first storey and the Elevated Landscaped Bridge at key junctions. These will include a pair of lifts and a pair of escalators, providing barrier-free connectivity for all users.

ACTIVE AND CONNECTED

To provide an attractive and varied experience for users, developers will also be required to provide Activity Generating Uses (AGUs) along key stretches of the Elevated Landscaped Bridge.

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UNDERGROUND PEDESTRIAN LINK

MULTI-LEVEL CONNECTIONS

An 800m-long underground pedestrian link will connect Gardens by the Bay MRT Station to Marina South MRT Station. Located below the Pedestrian Mall, the link will provide sheltered connectivity between the developments of Marina South and the MRT stations.

WELL-CONNECTED AND BARRIER-FREE

Developers will be required to provide vertical circulation points between the first storey of developments fronting the Pedestrian Mall and the underground pedestrian link at key junctions. These will include a pair of lifts and a pair of escalators, providing barrier-free connectivity for all users.

ACTIVE AND CONNECTED

To provide an attractive and varied experience for users, developers will also be required to provide Activity Generating Uses (AGUs) along key stretches of the underground pedestrian link.



UNDERGROUND PEDESTRIAN LINK

MULTI-LEVEL CONNECTIONS

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ACTIVE AND CONNECTED

To provide an attractive and varied experience for users, developers will also be required to provide Activity Generating Uses (AGUs) along key stretches of the underground pedestrian link.

ENERGY EFFICIENT DEVELOPMENTS

As energy consumption is one of the primary sources of carbon emissions in a development, increasing energy efficiency will go a long way in making the development sustainable.

SUPER LOW ENERGY BUILDINGS

BCA's Green Mark SLE requirements outline the baseline standard which developments in Marina South will need to achieve. Developers are strongly encouraged to adopt measures to achieve a higher standard of energy efficiency, benefiting both building owners and residents, reducing energy consumption and reaping significant cost savings over the long run.

Developers are strongly encouraged to adopt the following measures to achieve a higher standard of energy efficiency.

TROPICAL ARCHITECTURE

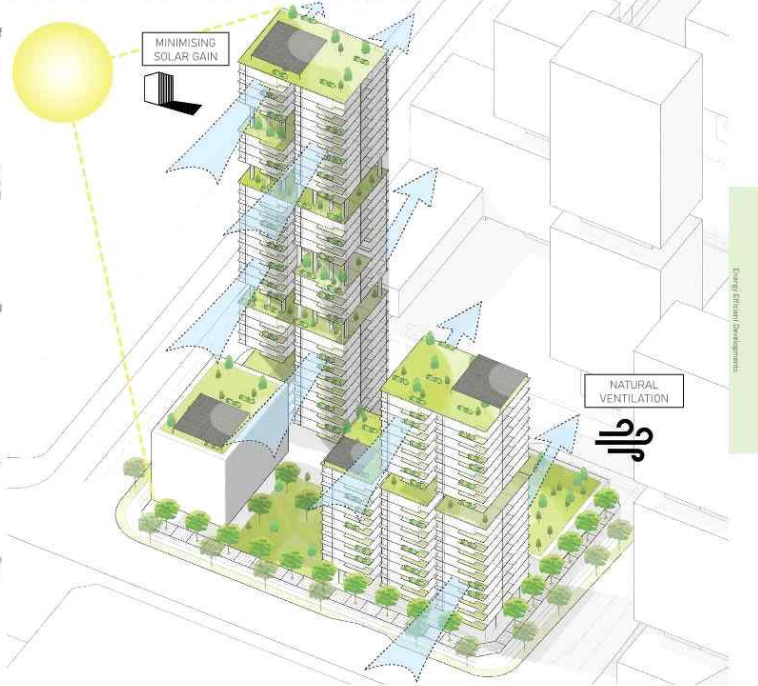
Adopting tropical architecture response can help to improve wind flow to developments, encourage natural ventilation, minimise solar gain, hence reducing the need for artificial cooling and improving energy efficiency.

NATURAL VENTILATION

Developers are strongly encouraged to take advantage of the prevailing wind flow in the neighbourhood, and go beyond the minimum BCA standards for cross ventilation, to encourage greater use of natural ventilation for the dwellings and common areas. Roof and façade overhangs and balconies enable windows and doors to be opened, allowing fresh air into living spaces.

MINIMISING SOLAR GAIN

Developers are strongly encouraged to leverage the Northeast-Southwest orientation of parcels and maximise the North-South aspect of residential units. Use of the tropical architecture façade design such as sun shading devices, skyrise greenery (e.g. green facades, planter boxes, and balconies) help to reduce solar gain in the living spaces.



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ENERGY EFFICIENT DEVELOPMENTS

CENTRALISED COOLING SYSTEMS

Developers are strongly encouraged to adopt development-level centralised cooling systems to maximise efficiency gains. Such systems are also encouraged to be based on chilled water as they are more efficient than split air conditioning systems.

Mixed-use developments create opportunities for the aggregation of cooling demand between the different uses. Commercial uses predominantly utilise the cooling load in the day, and residential uses, at night, allowing for efficiency gains in the sizing of development-level centralised cooling systems.

ENERGY MONITORING SYSTEMS

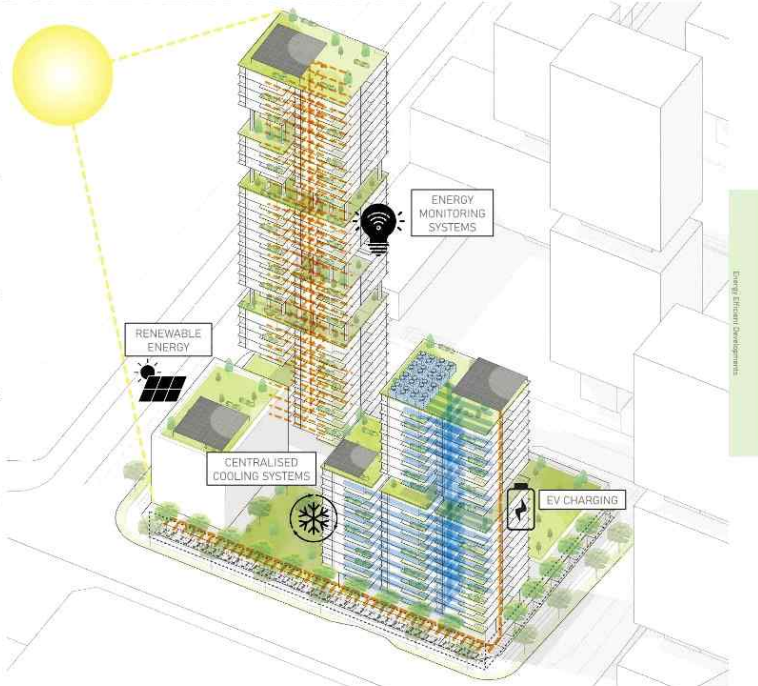
Developers are encouraged to explore including smart energy management systems such as building management and demand-based systems for common spaces to help optimise energy use at a development level. Smart meters installed at the units enable individual residents to monitor and optimise their own energy consumption.

RENEWABLE ENERGY

Developers are also strongly encouraged to maximise the solar energy potential of developments to not only meet the renewable energy standards required by BCA (30% of common area energy consumption) but to exceed these standards.

ELECTRIC VEHICLE (EV) CHARGING

To facilitate the adoption of cleaner, greener forms of transport, developers are required to provide EV charging infrastructure in accordance with the requirements of the relevant government agencies.



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REDUCING CARBON FOOTPRINT

Reducing the carbon footprint of the precinct is a key priority in Marina South which has been planned based on BCA's Green Mark for Districts framework.

GREENMARK CERTIFICATION

All developments will need to achieve BCA's Green Mark SLE Platinum certification with Maintainability, Whole of Life Carbon and Health and Wellbeing badges.

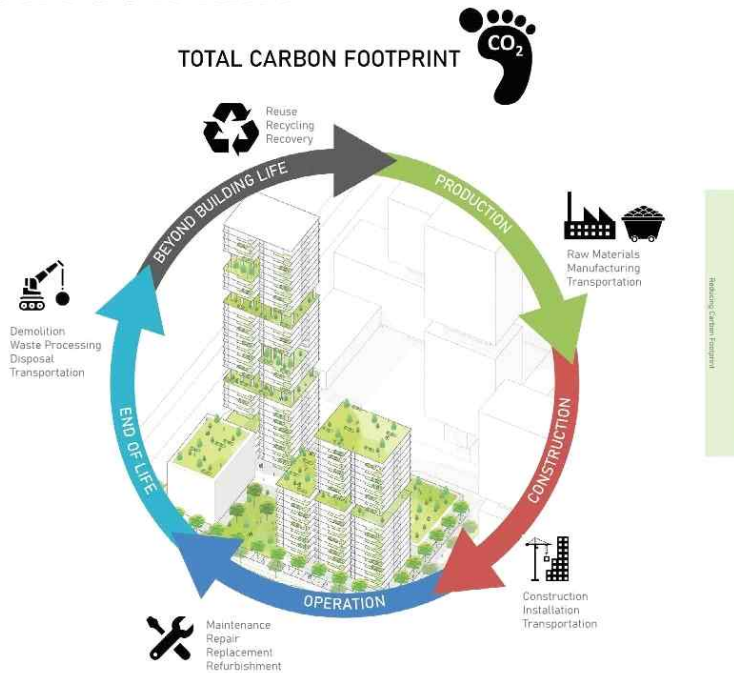
WHOLE OF LIFE CARBON ASSESSMENT

Developers and consultants are strongly encouraged to undertake a whole of life carbon assessment for the development – to understand the sources of carbon emissions in a development, and identify areas for improvement.

REDUCING CARBON FOOTPRINT

Developers and consultants are strongly encouraged to adopt measures to reduce the carbon footprint throughout the life cycle, from using low embodied carbon materials and methods in construction, to adopting measures to prolong the life cycle of the development.

More details can be found in BCA's GM Whole of Life Carbon badge requirements.



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SUSTAINABLE WASTE MANAGEMENT

RECYCLING

Developers are strongly encouraged to ensure that recycling collection points are provided in public areas and common spaces, to support the national recycling efforts and encourage good recycling practices. Collection points should cater for recyclables such as paper, metal, plastic and glass products and hazardous waste disposal, such as e-waste, batteries, paints, solvents, etc.

FOOD AND GREEN WASTE MANAGEMENT

Developers are strongly encouraged to provide composting facilities for residents for food waste. Developments can also consider working with horticultural waste contractors to provide horticultural waste to biomass plants, to support carbon-neutral energy generation.

STORMWATER MANAGEMENT

As part of the required landscaping and greenery within developments, developers are encouraged to incorporate water sensitive urban design features to treat and manage stormwater, such as bioswales, rain gardens, cleansing biotopes and retention ponds. Refer to PUB's Active Beautiful Clean (ABC) Waters Design Guidelines when implementing such features, and to obtain PUB's ABC Waters Certification.

PNEUMATIC WASTE CONVEYANCE SYSTEMS

In accordance with the National Environment Agency (NEA)'s requirements, developers will be required to implement development-level Pneumatic Waste Conveyance Systems (PWCS), ensuring sanitary and odorless waste collection. Developers are strongly encouraged to consider extending the PWCS to non-residential uses. They are to size and design the system according to NEA's requirements, including a separate system for the collection of recyclables.



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A LUSH GARDEN PRECINCT

Developers are required to provide Landscape Replacement Areas equivalent to the site area of the development. To create a distinctive precinct identity, and to encourage biodiversity and sustainable greening, consultants are strongly encouraged to use native species set out in NParks' Landscape Master Plan for Marina South for at least half of the developments' landscaping. If additional species are required, developers are strongly encouraged to select native species, and species that are drought-resistant.

As part of development landscaping schemes, developers are also strongly encouraged to adopt schemes that provide shade, reduce Urban Heat Island (UHI) effects, and provide greenery for residents and the public to enjoy.

BUILDING SETBACKS

A row of tree planting is required within all building setbacks. This will complement the roadside planting and create a shady, cool environment for pedestrians and cyclists.

PUBLIC SPACES/ COURTYARDS

To create attractive and usable open spaces, the use of trees and landscaping to shade and reduce UHI effects in public and open spaces within developments should be considered upfront in the design.

GREEN FACADES/ PLANTER BOXES

To reduce solar and heat gain and mitigate UHI effects throughout the development, externalised greenery in the form of green facades and planter boxes is strongly encouraged.

SKY TERRACES/ ROOF GARDENS

Open green spaces in the form of sky terraces and roof gardens can be provided within developments, for residents and visitors to enjoy. They also reduce solar heat gain and allow the wind to pass through the buildings.

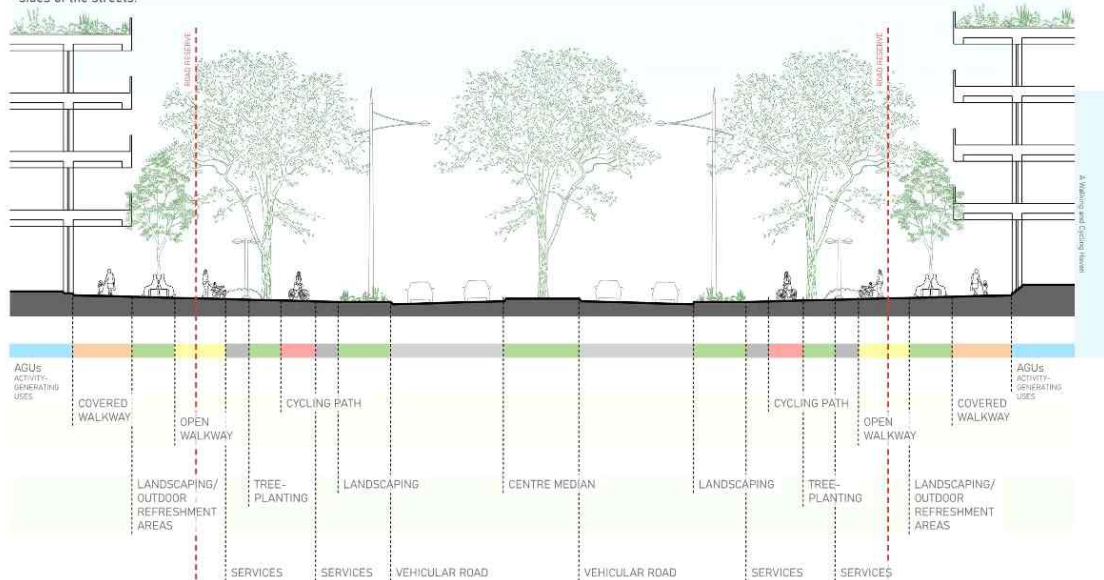


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A WALKING AND CYCLING HAVEN

FRIENDLY TO EXPLORE ON FOOT AND ON TWO WHEELS via walkable streets, covered walkways, well-shaded green sidewalks, dedicated pedestrian crossings, extensive shortcuts through fenceless developments, the underground pedestrian network and elevated landscaped bridge as well as via dedicated cycling paths on both sides of the streets.



Section through Marina South Avenue.
Marina South Urban Design Guide.

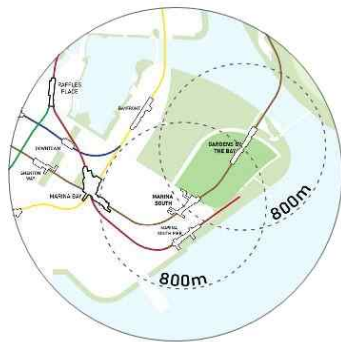
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A HIGHLY-CONNECTED, CAR-LITE PRECINCT

As a gazetted car-lite precinct, residents and visitors in the Marina South Neighbourhood enjoy the benefits of reduced car dependency, with fewer car parks, reduced road network, wider sidewalks, a pedestrianised street, and direct connections to the MRT network.

Developers are required to adhere to a lower carparking provision in accordance with LTA's requirements.

Single and consolidated vehicular access points are required for each development. This reduces conflicts with pedestrians and cyclists, and creates more pedestrian and cyclist-friendly streets.



Connections to Marina South:
Marina South Urban Design Guide.



Less space will be occupied by car parking facilities and vehicular roads, leaving more space for robust pedestrian and cycling networks in the precinct.

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BUILDING FORM, MASSING AND TYPOLOGY

The building form and massing in the Marina South Neighbourhood shall contribute to its positioning as a sustainable precinct. It is also important for the building form and massing to consider the scale, form and architectural expression of the surrounding buildings, and its relationship to the public realm.

OPTIMISING WIND FLOW ON A PRECINCT LEVEL

Optimising wind flow and lowering ambient temperatures is a collective effort and shared responsibility. The courtyard typology when applied on every development parcel, can help to create wind corridors, and channel wind to key streets, public spaces, and residential blocks. No-build zones and wind corridors will be stipulated to channel wind to the open spaces within the developments.

This can help to mitigate the UHI effects and encourage the use of natural ventilation. Hence, the guidelines have been drafted to require setbacks between building blocks (to create wind corridors), and guide placement of the various building blocks, especially the towers (to avoid obstructing key wind flow and to create wind scoop).

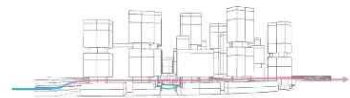
It is important that the building form and massing do not compromise wind flow to other developments within the precinct. Subsequent developments, when notified, are to submit wind flow modelling studies of their proposals with the existing developments.



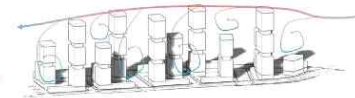
Create primary wind corridors along the main spine



Create porosity in south-facing parcels to allow wind to enter and circulate within the precinct



Create stepped podiums to channel wind flow to pedestrian level



Create varying tower heights to encourage downwash

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BUILDING FORM, MASSING AND TYPOLOGY

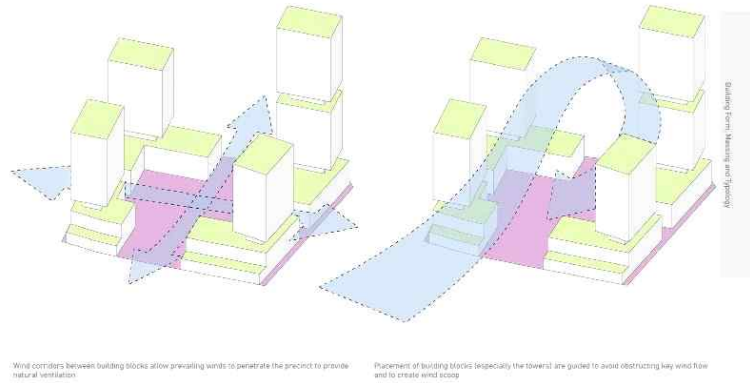
COURTYARD TYPOLOGY

To create an inclusive neighbourhood with a well-defined public realm and streetscape, developers are to adopt an urban courtyard typology for their developments, with well-defined building edges and generous open courtyards to be enjoyed by the residents and the public. The podium-tower typology will not be supported.

Developers are to adopt a fenceless typology for their developments fronting the Pedestrian Mall, with a generous first storey public realm connected to the first storey pedestrian network.

Developers of developments fronting Marina South Avenue are encouraged to provide informal community spaces fronting the Neighbourhood Street. This will contribute positively towards the creation of an attractive public realm and lively streetscape. Any boundary fences adopted are to be visually porous and fronted by lush landscaping and trees, to create a lush attractive streetscape.

The staggering of the various high, mid and low-rise zones, together with no-build zones, will ensure good wind flow throughout the site.



Wind corridors between building blocks allow prevailing winds to penetrate the precinct to provide natural ventilation.

Placement of building blocks (especially the towers) are guided to avoid obstructing key wind flow and to create wind scoop.

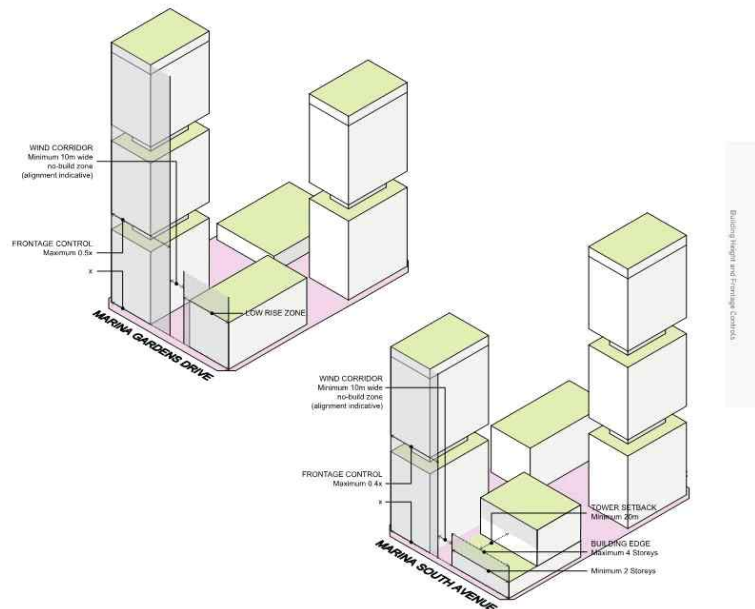
BUILDING HEIGHT AND FRONTAGE CONTROLS

Different building heights (e.g. high, mid and low-rise zones) will be specified within each development parcel to create a layered, three-dimensional skyline profile; prevent wall-like developments; safeguard views to and from surrounding attractions; and maximise wind flow to each development. In general, lower-rise heights are specified where there is a need to maintain a scale compatible with the adjacent context, such as fronting key streets and public spaces.

FRONTAGE CONTROLS

The existing garden edge along Marina Gardens Drive (leading to Gardens by the Bay) will be complemented by a garden frontage contributed by planting within the development setbacks as well as storey height caps for at least half of the frontage for each parcel along Marina Gardens Drive.

Likewise for the Neighbourhood Street along Marina South Avenue, storey height caps and frontage controls will help create a relatable human scale along the Neighbourhood Street.



BUILDING EDGE

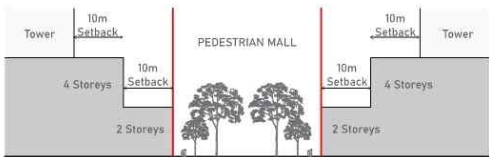
To create a distinctive and well-defined streetscape along key streets such as the Pedestrian Mall and Neighbourhood Street along Marina South Avenue, the following building edge requirements would apply:



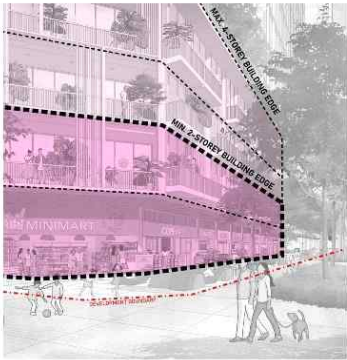
A minimum 2-storey high building edge is to be provided along the building setback line fronting Marina Boulevard, Marina Grove, Marina Gardens Crescent (part) and Marina Gardens Drive (part).



A minimum 2-storey and maximum 4-storey high building edge is to be provided along the building setback line fronting Marina South Avenue.



A stepped 2-storey/4-storey high building edge is to be provided on both sides of the Pedestrian Mall.



Example of building edge control, along Marina South Avenue
Marina South Urban Design Guide.

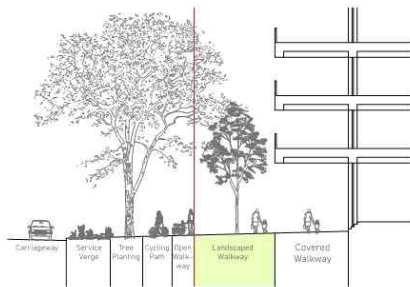
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BUILDING SETBACKS

To create an attractive, well-shaded streetscape along all streets, developments are to be set back from the lines of the Road Reserve, to allow for an additional row of tree planting and landscaping.

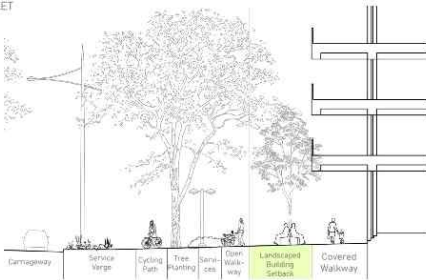
Additional pedestrian walkways and informal community spaces are also required within the building setbacks along key streets such as the Neighbourhood Street along Marina South Avenue and Landscaped Walkway along Marina Boulevard, to create a generous, inclusive, and attractive public realm.

LANDSCAPED WALKWAYS

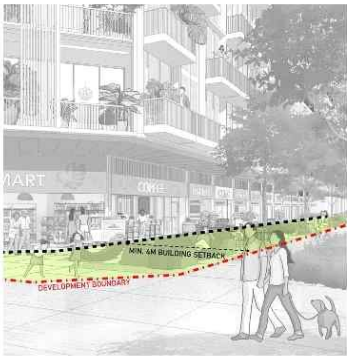


4.0m along Marina Grove and 5.5m along Marina Boulevard, to be designed as an open landscaped walkway with a row of trees.

NEIGHBOURHOOD STREET



4.0m along Marina South Avenue, to be designed as a well-shaded, informal community space with a row of trees, landscaping, a good mix of hardscape and softscape, playful street furniture, creating a lively Neighbourhood Street. ORAs might be considered.

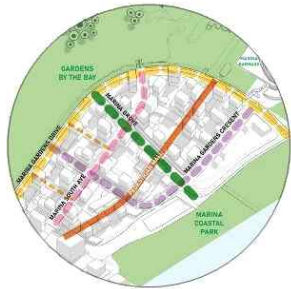


Example of building setback for the Neighbourhood Street along Marina South Avenue
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LANDSCAPE MASTER PLAN

Marina South's coastal landscaping concept is a response to its seaside location. Multi-tiered planting with predominantly coastal species along the streets shall act as green corridors connecting Gardens by the Bay to the coast. Each road is planned to have distinctive colour themes. The species palette is curated to include bird and butterfly-attracting species.



MARINA GARDENS DRIVE



Lush greenery, with existing trees retained and infilled with red, orange and yellow ornamentals.



Marina South Urban Design Guide.

PLANTING PALETTE

Roadside Tables



Centre Median



Shrubs

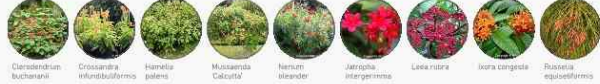


Image credits: National Parks Board

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MARINA SOUTH AVENUE



Intimate, garden-like streetscape to complement the Neighbourhood Street, with a red and pink colour scheme.



PLANTING PALETTE

Roadside Tables



Centre Median



Shrubs



Image credits: National Parks Board

MARINA GROVE



A more formal tree boulevard transitioning to coastal grassland as pedestrians and fauna move from Gardens to the coast.



PLANTING PALETTE

Roadside Tables



Centre Median



Shrubs



Image credits: National Parks Board

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MARINA GARDENS CRESCENT



Shady and colourful with canopy trees and shrubs with purple and pink hues.



MARINA GARDENS LANE/WALK



Smaller understorey trees, treelets, and shrubs with orange and yellow hues to match the scale of the street.



Marina South Urban Design Guide.

PLANTING PALETTE

Roadside Tables



Centre Median



Shrubs



PLANTING PALETTE

Roadside Tables



Shrubs



Image credits: National Parks Board
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MARINA MALL (PEDESTRIAN MALL)



Distinctive Yellow Rain Trees, with a sub-canopy and shrub layer of fragrant plants, giving the street an uplifting scent when caught by a breeze.



Marina South Urban Design Guide.

PLANTING PALETTE

Trees



Shrubs



Image credits: National Parks Board
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의원별 정책검토보고서

활 동 국	말레이시아(쿠알라룸푸르, 푸트라자야), 인도네시아(자카르타), 싱가포르
활동목적	<ul style="list-style-type: none"> • 고품질 공공임대주택, 세대공존형 주택공급 방안 등 신주거정책 벤치마킹 • 수변개발 및 도심상업지구 조성 사례 견학 • 주거·상업·업무 복합개발 사례 및 도시건축디자인 혁신 시사점 도출 • 녹색건축, 저탄소 친환경 도시개발 선진사례 답사
활동기간	'24.5.16.(목) ~ 5.23.(목)

활 동 자	성 명	민 병 주 (서명)
	소 속	주택공간위원회
〈 검 토 의 견 〉		
<p>○ 이번 공무국외출장은 우리 주택공간위원회 소관 업무 중 ①고품질 공공임대주택, ②세대공존형 주택공급 방안 등 신주거정책 벤치마킹, ③주거·상업·업무 복합개발 사례 및 도시건축디자인 혁신 시사점 도출, ④녹색건축, 저탄소 친환경 도시개발 선진사례 답사를 위하여,</p> <p>- 말레이시아(쿠알라룸푸르, 푸트라자야), 인도네시아(자카르타), 싱가포르의 관련 기관 (PUTRAJAYA HOLDINGS, GAMUDA LAND, Agung Sedayu Group, Gardens by the Bay, 싱가포르 도시개발청(URA))을 방문하여 업무 담당자 및 전문가와의 회의·간담회를 진행함으로써 우리 상임위원회와 서울시, 그리고 서울시 산하기관인 서울주택도시공사 (SH)의 사무집행 현황을 짚어보고, 개선 및 보완이 필요한 사안을 도출하여 각 기관의 전문성을 제고할 수 있는 계기가 되었음.</p> <p>○ 먼저, 말레이시아의 경우, 수도인 쿠알라룸푸르와 행정수도인 푸트라자야를 방문하였음. 쿠알라룸푸르에서는 초고층 건축물과 정치·종교·문화시설의 조성현황 및 주변 개발을 통한 지역활성화 사례를 시찰하였음. 푸트라자야는 쿠알라룸푸르의 수도기능 분담을 위해 모든 정부행정기관 이전을 위하여 조성한 행정수도로, 한국의 세종시 건설 시 롤모델이 된 도시임. 우리 위원회는 푸트라자야 조성 시 도시계획(마스터플랜)을 수립한 PUTRAJAYA HOLDINGS를 방문하여 도시계획의 주안점, 토지이용계획의 특성, 인구·주택 수용계획 등 계획의 전반에 대한 설명을 듣고 정책적 시사점을 발굴하였고, 이후 말레이시아 대표 부동산 개발기업인 GAMUDA LAND가 코타케무닝(Kota Kemuning) 지역에서 개발 중인 택지개발 대상지 및 그곳에서 공급 중인 주택을 유형별로 답사함으로써 대규모 도시개발과 다양한 주거유형 공급을 위한 정책 추진의 필요성이 있음을 인지할 수 있었음.</p> <p>○ 말레이시아 답사 이후 인도네시아 자카르타를 방문하였음. 자카르타는 말레이시아의 수도</p>		

이며, 서울과 같이 역사·문화전통 건축물을 보존을 통해 도시활성화를 위한 자원으로 활용하고 있음을 확인하였음. 우리 위원회는 전통건축물을 기반으로 조성된 대규모 공원시설인 따만미니(Taman mini)와 인도네시아 대통령궁, 메르데카 광장 등 도심 내 주요 거점시설을 점검하였음. 또한 인도네시아를 대표하는 민간 부동산 개발 기업인 Agung Sedayu Group을 방문하여 해안지역 대규모 신규 택지개발지구인 PIK2 지역의 개발계획과 현장을 답사하였음. 서울의 경우에도 우리 위원회 소관 부서인 미래공간기획관에서 용산국제업무지구 개발사업을 추진하고 있는 가운데, 주거·상업·업무·여가 등이 복합된 대규모 도시개발의 사례라고 판단됨.

- 이후 도시·건축 디자인혁신의 전시장이라 일컬을 수 있는 싱가포르로 이동하였음. 싱가포르에서는 저출생, 고령화 시대를 맞아 현재 우리 위원회에서 관심을 갖고 있는 세대공존형 공동주택인 캄퐁 애드미럴티(Kampung Admiralty)와 고밀도 초고층 공공주택인 피나클앳덱스톤(Pinnacle@Duxton)을 방문하여 고품질 공공주택 공급을 통한 노후 임대주택 단지의 재정비 필요성에 대해 다시 한번 인식하였고, 싱가포르의 주택공급 및 도시개발을 담당하는 기관인 HDB(Housing Development Board)와 URA(Urban Redevelopment Authority)를 방문하여 싱가포르에서 최근 공급 중인 공공주택의 유형을 확인하고, 도시국가로서 토지이용을 극대화 하기 위한 간척사업을 동반한 도시개발의 특성과 White Site 지정·운영을 통한 디벨로퍼 유치 및 고밀·압축 도시개발의 실현 가능성을 확인하였음.

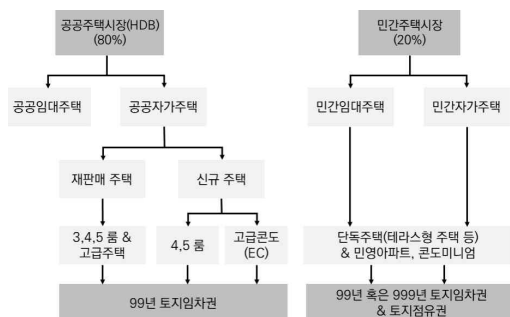
활 동 국	말레이시아(쿠알라룸푸르, 푸트라자야), 인도네시아(자카르타), 싱가포르
활동목적	<ul style="list-style-type: none"> • 고품질 공공임대주택, 세대공존형 주택공급 방안 등 신주거정책 벤치마킹 • 수변개발 및 도심상업지구 조성 사례 견학 • 주거·상업·업무 복합개발 사례 및 도시건축디자인 혁신 시사점 도출 • 녹색건축, 저탄소 친환경 도시개발 선진사례 답사
활동기간	'24.5.16.(목) ~ 5.23.(목)

활 동 자	성 명	신 동 원 (서명)
	소 속	주택공간위원회

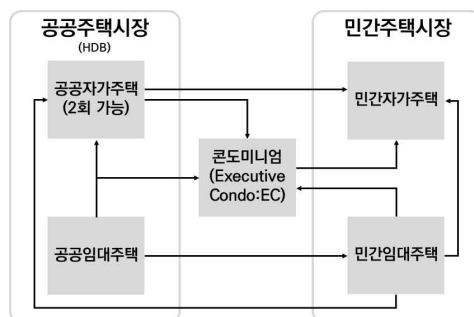
〈검 토 의 견〉

- 우리나라는 현재 저출생으로 인한 인구 감소 현상이 심화되고 있으며, 이를 극복하기 위한 다양한 정책적 시도가 이루어지고 있음. 특히 저출생의 원인으로 높은 주거비와 물가 상승률로 인한 가계부담의 증가가 그 원인으로 지목되어 출산장려 정책으로 보다 파격적인 주택공급 정책 추진이 요구되고 있음.
 - 금회 싱가포르 답사결과 싱가포르는 주택재고의 80%가 공공주택인 국가로, 서울의 저출생 문제에 대응한 공적주택 공급정책이 나아가야 할 방향성 등 시사점을 확인할 수 있었음.
 - 싱가포르의 주택 자가점유율은 88.9%에 달하고 있는데, 준정부기관인 주택개발청(HDB)이 공공주택 개발을 담당하고 건설되는 주택 전체를 토지임대부 건물 분양 주택으로 공급하고 있었음.
 - 싱가포르에서는 공공주택이 주거사다리의 가장 하단에 위치하여, EC(콘도미니엄)를 거쳐 민간콘도, 고급 단독주택의 순으로 주거상향 이동이 이루어지고 있었음.
- ※ EC(Executive Condo): HDB에서 공급하는 중산층 아파트로, 민간 건설사가 설계 및 시공을 담당해 수영장 및 사우나 등을 부대시설로 계획하고 있음.
- HDB 주거이동은 2회로 제한되어 있으며, 민간주택시장에서는 제한이 없음

<싱가포르 주택시장 구조>



<싱가포르 주거상향이동 매커니즘>



- HDB의 신규아파트는 보조금을 통해 시세의 절반수준으로 공급되며, 재판매되는 아파트는 5년 의무거주 기간이 지난 후 자유로운 사적거래가 허용됨

- 신규아파트 분양가는 주변지역 재판매가격의 55~60% 수준에서 형성되며, 2022년 공급분 기준 청약경쟁률은 평균적으로 1/6정도인 것으로 확인됨
- 신규분양을 받을 경우 주택가격이 저렴하다는 장점이 있으나, 대기기간이 길고 공급기준이 까다로우며, 주거입지 선택에 제한이 있어, 기성주택을 매입하는 수요도 꾸준히 존재함.
- 신규분양자는 5년간의 의무거주기간 경과 후 재판매가 가능한데, 재판매하는 아파트는 신규아파트보다 가격은 높으나, 매수자의 지불능력만 있다면 주택구입이 용이하고 원하는 입지의 주거선택이 가능하다는 장점이 있음.

<신규아파트(New HDB flat)와 재판매아파트(Resale HDB flat) 비교>

구분	신규 아파트 (New HDB flat, BTO)	재판매 아파트 (Resale HDB flat)
가격형성 배경	국가보조금액 기반으로 책정	시장에서 판매자와 구매자간 형성
위치	대부분 신시가지 (non-mature estates)	대부분 구시가지 (mature estates)
구매방법	정기공고에 의하며, 입주대상자가 직접 신청	언제든지 시장에서 구매가능
소득한도	있음	없음 (단, CPF주택 보조금 및 HDB주택대출에 대한 소득한도 존재)

자료: HDB홈페이지(<https://www.hdb.gov.sg/>)

- 싱가포르는 공공자가주택을 최초로 취득하는 경우 가격 및 자격요건 등에서 입주가 용이하게 하여 대다수의 국민들에게 자가소유 기회를 제공하고, 이후 재판매 시장을 통하여 자산증식 및 주거상향이동의 수단으로 작동하고 있음을 확인할 수 있었음.
- 현재 서울에서도 공공·민간 사업에서 다양하게 공공주택이 확보되고 있으며 최근에는 재개발·재건축 사업이 역세권에서 추진되는 경우 확보되는 공공주택 중 일부를 분양할 수 있는 뉴:홈 정책이 시행 중에 있음. 싱가포르의 주거시장 특성을 벤치마킹한 결과, 서울의 공공주택 공급시 신혼부부 또는 자녀가 있거나 출산예정인 가구에게 입주할 수 있는 기회를 파격적으로 확대하고, 일정 기간의 도과 등 요건 충족시 매각할 수 있게 하되, 다양한 주거유형을 도시 내 확보하도록 주택공급 정책 수립하여 촘촘한 주거사다리를 구축하여 주거상향의 기회를 확충할 필요가 있다고 사료됨.

활 동 국	말레이시아(쿠알라룸푸르, 푸트라자야), 인도네시아(자카르타), 싱가포르
활동목적	<ul style="list-style-type: none"> • 고품질 공공임대주택, 세대공존형 주택공급 방안 등 신주거정책 벤치마킹 • 수변개발 및 도심상업지구 조성 사례 견학 • 주거·상업·업무 복합개발 사례 및 도시건축디자인 혁신 시사점 도출 • 녹색건축, 저탄소 친환경 도시개발 선진사례 답사
활동기간	'24.5.16.(목) ~ 5.23.(목)

활 동 자	성 명	김 태 수 (서명)
	소 속	주택공간위원회
〈 검 토 의 견 〉		
<p>○ 싱가포르는 도시국가로서 서울과 마찬가지로 가용토지 부족현상을 심각하게 겪고 있음.</p> <ul style="list-style-type: none"> - 서울시의 경우, 도시계획시설 및 개발제한구역(그린벨트)를 제외하면 활용가능한 면적은 전체면적의 40%수준임. - 싱가포르는 총 면적 740km²로 서울 면적(605km²)로의 1.2배 규모임. <p>○ 싱가포르는 토지의 90%가 국가가 소유하고 있으며, 국가 주도하에 정부재정을 지원하여 자가형 공공분양주택을 활발히 공급하는 정책을 추진 중임.</p> <ul style="list-style-type: none"> - 싱가포르 인구는 약 590만명으로, 주택 자가율은 90%에 육박하고 있으며, 국민의 80% 이상이 정부가 제공하는 공공주택(HDB*)에 거주하고 있음. <p>※ HDB(Housing Development Board)는 싱가포르 주택정책을 총괄하는 주택재개발청을 의미하나, 현지에서는 HDB에서 공급하는 주택도 “HDB”로 부름(발음: 에치디비x, 헤치디비o)</p> <p>○ 싱가포르는 도시국가로서 토지이용의 효율을 극대화하고, 국가경쟁력을 확보하고자 1,2차 산업대신 금융·서비스산업 등 3,4차 산업에 집중하고 있으며, 직주근접 및 기후변화 대응 등 다양한 정책 목표를 위해 초고층·고밀 복합용도 개발 등을 통해 서울보다 구체적인 토지이용 및 밀도계획을 포함한 도시계획을 수립하여 공공주택을 공급하고 있음.</p> <p>○ 싱가포르 주택개발청(Housing land Development Board, 이하 HDB)은 국가개발부 산하의 기관으로서, 공공주택의 건설·분양, 매매를 전담하는 역할을 수행 중임.</p> <ul style="list-style-type: none"> - HDB는 1960년에 설립되어 싱가포르 정부와 장기 토지임대차계약을 체결하고, 주택을 건설 및 공급하는 역할을 수행하며, 주택건설 시 단지 내 편의시설 및 커뮤니티 등 소프트웨어적 측면까지 계획을 총괄함. <p>○ 싱가포르의 주택공급은 주로 토지임대부 또는 환매조건부로 공급됨.</p> <ul style="list-style-type: none"> - 싱가포르는 1965년 말레이 연방으로부터 독립 이후 1966년부터 토지수용법을 제정·시 		

행해 오고 있음.

- 독립 당시에는 40% 정도가 국유지였으나, 꾸준히 토지를 국유화하여 현재는 90%정도를 국가가 소유하게 되었음.
- 싱가포르의 국유지에 아파트를 건설하고 99년(또는 999년) 간 토지를 임대하여, 아파트 분양시 수분양자의 소득 수준에 맞추어 지원금을 보조함으로써 민간 아파트 시장보다 낮은 가격의 공공분양주택 구입이 가능함.

※ 이에 따라 싱가포르 평균 PIR(소득대비 주택가격: Price to Income Ratio)은 서울의 PIR(15.2)의 27%에 해당하는 4.1임.

- 분양된 HDB주택은 토지임대부 주택으로, 토지임대료는 주택 분양가에 포함되어 별도로 부과되지 않기 때문에, 100년에 가까운 임대기간 동안 주택 소유자는 실질적으로 완전한 주택 소유자로 인식하게 됨.
- HDB주택 분양은 HDB공식 포털 및 민간 부동산 중개 포털에서 이루어지며, 사인간 거래와 유사한 방식으로 이루어짐.
- 현재, 서울시의 경우 정부의 뉴홈 정책(일반형, 나눔형, 선택형)에 발맞춰서 토지임대부, 지분적립형, 이익공유형 공공분양 주택 공급정책을 추진 중인 상황인 바, 무주택 실수요자의 내집 마련 기회 확충을 위해 싱가포르 모델을 벤치마킹할 필요가 있겠음.

활 동 국	말레이시아(쿠알라룸푸르, 푸트라자야), 인도네시아(자카르타), 싱가포르
활동목적	<ul style="list-style-type: none"> • 고품질 공공임대주택, 세대공존형 주택공급 방안 등 신주거정책 벤치마킹 • 수변개발 및 도심상업지구 조성 사례 견학 • 주거·상업·업무 복합개발 사례 및 도시건축디자인 혁신 시사점 도출 • 녹색건축, 저탄소 친환경 도시개발 선진사례 답사
활동기간	'24.5.16.(목) ~ 5.23.(목)

활 동 자	성 명	박 승 진 (서명)
	소 속	주택공간위원회
〈 검 토 의 견 〉		
<p>○ 가든스 바이더 베이(Gardens by the Bay)는 마리나베이 수변개발의 일환으로 간척지에 조성한 현대식 공원건축임. 가든스 바이더 베이 시설물 중 중심에 위치하여 가장 큰 규모로 계획된 베이 사우스 가든(Bay South Garden)은 싱가포르의 국화인 ‘반다 미스 호아킴’ 컨셉으로 형태를 계획하였음.</p> <p>○ 가든스 바이더 베이는 여의도의 1/3 크기인 101ha 규모의 정원으로, 3만2천여 종의 식물을 보유한 세계최대 규모의 플라워 돔과 클라우드 포레스트 돔이 있고, 20~25m 높이의 수직 정원 구조물인 슈퍼트리 그로브를 배치하였음.</p> <p>○ 가든스 바이더 베이이 친환경 건축에서 중요한 사례로 꼽히는 이유는 계획 단계부터 철저하게 친환경 계획요소를 도입하고, 지속가능성을 바탕으로 설계했기 때문임. 에너지, 물, 폐기물 등 시설물 내 모든 자원들은 지속가능한 순환이 가능하도록 계획되었음.</p> <p>- 호소*생태계의 유입부와 유출부에는 갈대군락이 필터역할을 하고 있고, 습지가 조성되어 있어 느린 유속으로 인해 침전물이 자체 여과되도록 계획하였음.</p> <p>※ ‘호소’는 수심이 얕아 수생식물등이 서식할 수 있는 곳을 의미함</p> <p>- 또한, 수생식물과 갈대 군락이 호소 내 질소와 인, 기타 영양물질을 흡수하여 질소농도를 감소시키고, 이를 통해 수질 개선과 수생태계를 유지하고 있음.</p> <p>○ 에너지 차원에서 가든스 바이더 베이는 친환경 건축계획에 있어 다음과 같은 시사점을 주고 있음을 확인하였음.</p> <p>- 가든스 바이더 베이 각 온실에는 식육생물에 필요한 최적의 빛만을 수용할 수 있도록 특수설계된 유리를 통해 빛의 흡수량을 조절하고, 센서를 통해 온도가 너무 높아질 경우 자동으로 열려 온도를 냉각시키도록 설계되었음.</p>		

- 또한, 열층화에 기반하여 공기의 냉각수준을 조절하며, 냉각 과정에서 소요되는 에너지량을 절약하기 위해 바이오매스 연소로 발생하는 폐열을 재활용한 액체 건조제를 사용하여 습지를 제거하고 있음.
 - 한편, 온실을 냉각시키기 위해 현장에서 전기를 생산하며, 냉제방습제를 재생하는 과정에서 폐열을 포집·재활용 하고 있음. 이 과정은 CHP라는 열병합 시스템을 통해 가든스 바이더 베이 시설 전체 및 인근 공원등 자연시설로부터 발생하는 폐기물을 활용, 열병합시스템으로 전기를 생성함으로써 소요되는 전기의 30%를 자체적으로 조달하고 있음.
- 가든스 바이더 베이는 단순한 워터프론트라는 입지를 활용하여 식물의 보관 및 전시기능을 넘어 친환경 녹색 건축의 표본 및 주민과 방문객의 쉼터역할, 싱가포르를 대표하는 랜드마크의 기능까지 수행하고 있었음. 이러한 것이 가능한 것은 거대한 개발 규모이기도 하지만, 시설물을 거대한 정원 및 휴식공간으로 사용하기 위해 소요되는 막대한 에너지를 자체적으로 생산할 수 있기 때문인 것으로 사료됨. 서울에도 마곡에 위치한 서울식물원이 이러한 기능을 수행하고는 있지만, 향후 크레이트 한강 프로젝트의 일환으로 수변공간 개발 등 대규모 복합개발 사업 추진 시 녹지공간 및 공원시설을 확보함에 있어, 이러한 기능을 도입할 수 있도록 계획수립 단계에서 면밀히 고려할 필요가 있겠음.

활 동 국	말레이시아(쿠알라룸푸르, 푸트라자야), 인도네시아(자카르타), 싱가포르
활동목적	<ul style="list-style-type: none"> • 고품질 공공임대주택, 세대공존형 주택공급 방안 등 신주거정책 벤치마킹 • 수변개발 및 도심상업지구 조성 사례 견학 • 주거·상업·업무 복합개발 사례 및 도시건축디자인 혁신 시사점 도출 • 녹색건축, 저탄소 친환경 도시개발 선진사례 답사
활동기간	'24.5.16.(목) ~ 5.23.(목)

활 동 자	성 명	박 석 (서명)
	소 속	주택공간위원회

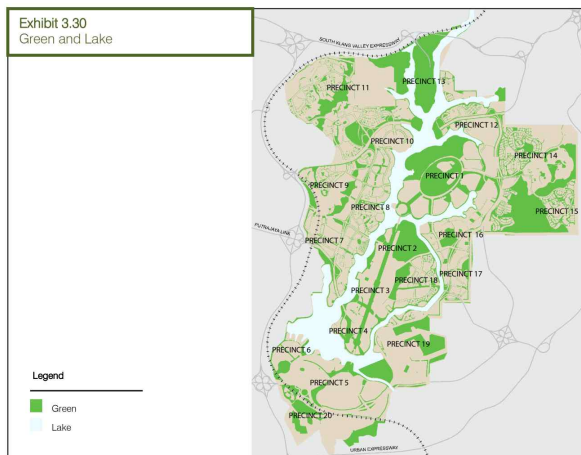
〈 검 토 의 견 〉

○ 푸트라자야(putrajaya)는 도시 전체면적의 약 40%정도가 녹지공간으로 계획되었음.

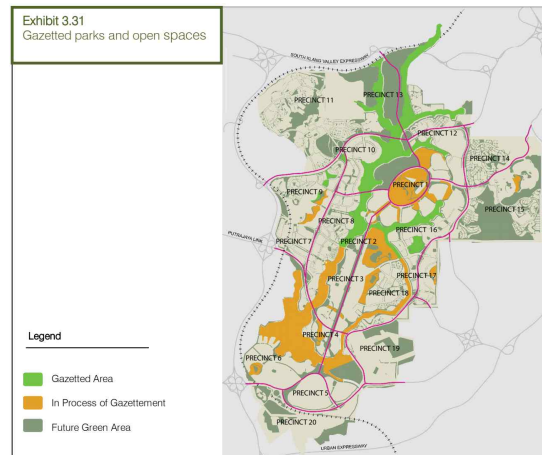
- 푸트라자야는 2025년을 목표로 녹지공간을 보존하고, 친환경 대체에너지 사용 활성화, 폐기물 감소, 대체운송수단 활용 및 기타 친환경 계획 등을 통해 시민이 자연과 함께 건강한 생활을 할 수 있도록 도시를 조성하는 것을 목표로 하고 있음.

※ 2020년까지 말레이시아 전국적으로 탄소 배출량을 40% 감소하겠다는 정부발표에 대응하여 선도도시로 사이버자야와 함께 푸트라자야가 선정되었음

<녹지 및 호수 계획>



<공원 및 녹지계획>



○ 푸트라자야의 친환경 도시 정책은 ▲생태, 수역 및 생물 다양성 향상 ▲도시계획 및 관리에 있어 녹색 기술 및 인프라 기술 적극 적용 ▲지속가능한 건축계획 적용 ▲탄소배출량 감소를 위해 노력하는 모범적인 녹색 커뮤니티 구축으로 구성됨.

- 세부적으로 생태, 수역 및 생물 다양성 향상을 위해서는 푸트라자야 면적 중 36%를 차지하는 기존 습지와 공원, 수역을 도심속 허파로 기능하도록 보존할 계획이며, 공원 및 휴양용도 지역의 도심정화 기능을 위해서 관보에 등록하여 관리할 계획임. 또한, 기존 녹

지공간을 도로, 자전거도로, 보행자 통로로 연결하여 연결성을 강화하고, 도시의 생물 다양성 보호, 호수 및 습지 등에 관한 R&D센터 설립을 추진 중에 있음.

- 도시계획 및 관리체계와 관련하여, 물과 수자원의 효율적 사용을 장려하고, 재생에너지 사용을 촉진할 계획임. 또한 푸트라자야 구역 1,2,3,4,5에 위치한 모든 정부·상업용 건물의 냉방시스템을 중앙집중식으로 운영할 계획임.
 - 지속 가능한 건축 관련, 신축 건물에 대해서는 녹색건축물 인증제를 시행하고, 기존 건축물의 리모델링 등을 통해 건물 수명을 연장할 계획임. 또한 이러한 계획을 수립하는 건축물에 대해서는 인센티브를 부여할 계획임.
 - 탄소배출량 감소를 위한 노력으로는, 공기 정화 기능이 있는 식물종의 이용을 장려하고, 지역사회 커뮤니티 활성화를 통해 탄소배출량을 감소하도록 지자체 차원에서의 노력을 기울일 계획임.
- 푸트라자야의 친환경 계획 요소를 확인 결과, 서울시에서 추진 중인 친환경 도시계획의 요소와 상당히 유사한 것을 확인할 수 있었음. 그러나 서울의 경우 자연발생적 도시의 대부분이 녹지로 구성된 것은 유사하나, 대부분의 녹지가 도시외곽의 산지로 구성된 반면, 푸트라자야의 경우 신행정수도 건설 당시 자연요소를 도심 속에 배치하여 토지이용을 구상한 부분이 가장 큰 차이가 있다고 보임. 서울의 경우 도심 내 재개발·재건축 사업시 녹지를 충분히 확보 할 수 있도록 계획요건을 정비할 필요가 있으며, 이를 장기간 관리함으로써 생활환경을 제고할 수 있도록 관리할 필요가 있을 것으로 사료됨.

활 동 국	말레이시아(쿠알라룸푸르, 푸트라자야), 인도네시아(자카르타), 싱가포르
활동목적	<ul style="list-style-type: none"> • 고품질 공공임대주택, 세대공존형 주택공급 방안 등 신주거정책 벤치마킹 • 수변개발 및 도심상업지구 조성 사례 견학 • 주거·상업·업무 복합개발 사례 및 도시건축디자인 혁신 시사점 도출 • 녹색건축, 저탄소 친환경 도시개발 선진사례 답사
활동기간	'24.5.16.(목) ~ 5.23.(목)

활 동 자	성 명	유 정 인 (서명)
	소 속	주택공간위원회

〈 검 토 의 견 〉

- 싱가포르 마리나베이는 싱가포르 남측의 중심지에 인접한 만(灣)으로, 도심 동쪽의 주거·업무·관광 복합단지로 계획된 지역임.
- 면적은 약 123ha이고 구역 내 1,140세대가 거주 중이며,
 - 2006년 개발을 시작하여, 2025년 완공 예정으로, 2015년부터 2025년까지 White Zone 을 적용하여 고밀도 업무·주거 시설을 공급할 예정임.



- 마리나베이 개발은 마리나베이 입구에 수중보를 설치하여 수질을 개선함과 동시에 중심 업무지구와 인접한 마리나베이 주변부 매립부지를 국제금융센터로 개발하기 위한 목적으로 추진되었음.
- 이는 1970년대 싱가포르 강의 오염이 가속화되고, 홍수로 인한 범람이 반복됨에 따라 상

업시설을 중심으로 중심지를 이전하면서 이를 통해 항만지역을 활성화시키기 위한 사업으로 시작되어, 유럽과 미국의 수변도시 개발 사례를 벤치마킹하여 시작되었음.

- 주요계획을 살펴보면, 구역 내 건축물 내·외부 공간과 옥상 및 테라스까지 모두 친환경 건축계획을 수립하였고, 마리나베이 동쪽에는 100ha 규모의 수변공원 3개소를 조성하였으며, 총 3.5km의 보행도로 및 자전거도로 등을 설치하여 보행환경 개선을 도모하였음.
- 개발 컨셉은 탐험(explore), 교류(exchange), 오락(entertain)이 공존하는 계획으로, 현재 서울시에서 추진하는 복합개발이 주로 취하고 있는 주거·상업·업무·여가가 복합된 개발계획과 유사한 개념임. 마리나베이는 대규모 주거단지와 함께, 싱가포르가 홍콩에 버금가는 금융중심의 도시국가로서의 위상을 자리매김하기 위한 금융지구 계획, 선택시티, 래플즈 시티 쇼핑센터, 마리나 스퀘어를 중심으로 한 마리나베이 샌즈리조트 등을 도입하여 여가 기능을 수행토록 하였음.
- 마리나베이는 2008년부터 본격적으로 사업이 시작되어 1단계(2008년~2015년), 2단계(2015년~2025년), 3단계(2025년 이후)로 구분되며, 1단계에서는 기존의 중심업무지구(CBD)를 확장하고, 수중보 설치 및 대규모 항만개발을 목표로 하였음. 2단계에서는 화이트존을 중심으로 복합개발을 유도하고, 호텔(마리나베이 샌즈)을 중심으로 관광기능을 도입함으로써 대규모 자본을 유치하고자 하였음. 현재 3단계에서는 마리나베이 핵심시설 조성을 완료하고 지속적 유지·관리를 위한 계획을 수립 중에 있음
- 마리나베이 개발 프로젝트는 싱가포르 국가적 수변개발사업으로서, 모든 개발의 총괄은 URA(Urban Redevelopment Authority)가 담당하고 있음.
- 마리나베이 개발예산 중 33억 달러 규모의 자금은 공공부문에서 투자하고 있으며, 민간 부문에서는 약 118억 달러를 투자하였음. 공공부문의 예산은 기본적으로 싱가포르 예산을 기반으로 하고 있으나, URA의 자체적인 개발채원도 활용하고 있음. 또한, 주차 및 시설이용 요금, 개발운영 및 전반적 관리에 있어 발생하는 수익 역시 개발채원에 투입하고 있음.
- 현재 서울시 미래공간기획관에서도 ‘그레이트 한강 프로젝트’ 등 한강을 중심으로 한 수변개발에 역점을 두고 있음. 싱가포르 마리나베이 개발은 그레이트 한강 프로젝트에 많은 시사점을 주고 있다 사료됨. 우선, 계획 초기 당시 중장기적 관리계획을 설정하여, 민간 및 외국투자를 유치할 수 있는 산업시설의 도입, 관광 및 여가산업을 통해 발생한 수익이 사업에 재투자 될 수 있는 재원조달 방안, 친환경 계획을 통한 지속가능성 확보방안 등을 벤치마킹할 필요가 있을 것으로 생각함.

활 동 국	말레이시아(쿠알라룸푸르, 푸트라자야), 인도네시아(자카르타), 싱가포르
활동목적	<ul style="list-style-type: none"> • 고품질 공공임대주택, 세대공존형 주택공급 방안 등 신주거정책 벤치마킹 • 수변개발 및 도심상업지구 조성 사례 견학 • 주거·상업·업무 복합개발 사례 및 도시건축디자인 혁신 시사점 도출 • 녹색건축, 저탄소 친환경 도시개발 선진사례 답사
활동기간	'24.5.16.(목) ~ 5.23.(목)

활 동 자	성 명	이 민 석 (서명)
	소 속	주택공간위원회
〈 검 토 의 견 〉		
<p>○ 금회 우리 위원회가 방문한 자카르타는 인도네시아의 수도로 전통과 역사, 현대도시가 조화를 이루고 있는 도시였음. 특히, 해안에 인접한 자카르타시의 입지특성을 활용하여 인도네시아 대표적인 개발기업인 Agung Sedayu Group을 방문하여 이들이 해안변에 대규모로 조성하는 신도시 대상지를 시찰하였음. 자카르타는 공간계획에 있어 최근 관련 제도를 재편하였고, 이를 검토한 결과 다음과 같은 사항을 확인하였음.</p> <p>○ 인도네시아 자카르타주는 도시계획 정책의 일관성을 유지하고, 최근의 법제와 도시환경 변화를 반영하기 위해 2014년에 수립한 기존의 ‘공간상세계획’을 수정하였음. 수정된 공간상세계획의 가장 큰 특성은 공간활용 강도와 주택 유형에 유연성을 더하였다는 점임.</p> <p>○ 자카르타 도시계획 제도 개혁의 배경을 살펴보면, 前 자카르타 주지사였던 ‘아니스 바스웨단’의 임기가 2022년 10월에 만료됨에 따라, 2024년 2월 치러진 지방선거까지 주지사 권한대행이 이끌 州정부의 정책적 일관성이 요구되었음. 또한, 2020년 일자리 창출법(job creation) 등의 제정에 따른 변화와 요구를 공간계획에 반영할 필요가 있었음.</p> <p>- 자카르타 주정부는 ‘자카르타 공간상세계획에 관한 주지사 행정령(2022년 31호)’을 제정해 2014년에 수립한 ‘공간상세계획’을 수정하였음.</p> <p>※ 공간상세계획은 자카르타의 글로벌 도시로의 전환을 앞당기고, ‘공간정의’를 실현하려는 목적을 가짐</p> <p>○ 수정된 자카르타 공간상세계획은 다음과 같이 총 6개의 계획목표로 구성됨</p> <p>- ① 대중교통 및 디지털 지향형 도시개발 ② 살기 좋고 공정한 주택 및 독립적인 거주환경 ③ 회복탄력적이고 주변지역과 통합된 도시공간 및 서비스 ④ 글로벌 비즈니스 도시로서 역할을 지원하는 공간 계획 ⑤ 지속가능하고 공정한 해안 및 도서 관리 ⑥ 정부 및 문화 중심지로서의 공간 계획</p> <p>○ 이번 공간상세계획은 공간 활용의 방식을 새롭게 다루고, 시민들의 복지 향상에 초점을</p>		

맞춰 유연성을 더한 것이 가장 큰 특징임

- 공간 활용 강도(건폐율, 용적률, 지하 용적률, 녹지율)는 공공 인프라·시설의 이용과 서비스 반경을 고려한 해당 공간의 수용력을 기준으로 한도를 설정해 대중교통 중심지의 최적 개발을 유도하였음.

▶ 활용 강도 한도가 무제한으로 설정된 구역은 정부나 공기업의 토지 이용 및 활동을 통해 공공의 이익을 최적화함

▶ 고(高)강도 용도지역지구에 대해서는 2014년에 수립된 공간상세계획보다 더 많은 용적률 인센티브를 허용함.

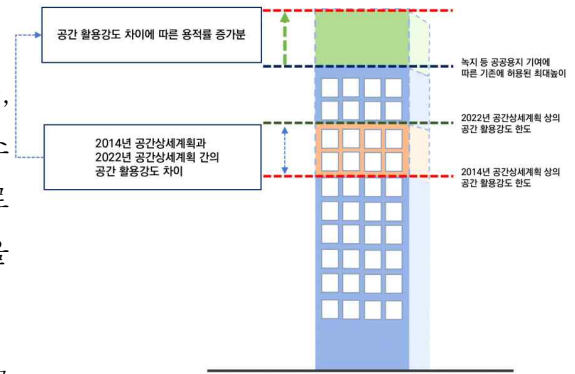
- 단독주택의 경우 기존에는 최대 2층까지만 건설이 가능하였으나, 최대 4층까지 건설할 수 있도록 규제를 완화하여 늘어나는 인구와 택지 부족에 대응하였음.

- 또한, 면적 60㎡ 이하의 소형 단독주택, 다가구 공동주택, 대규모 대중교통시설과 연결된 고층 주거시설 등 다양한 주택 유형을 분류하여 유연성을 강화함

- 전통적인 주거양식과 시설로 구성된 도시형 마을(urban village)에 맞춰 용도지역지구와 공간 활용 강도를 조정해 슬럼(slum)을 없애고 편안하고 안전한 주거환경을 제공하고자 하려는 다양한 시도를 확인 가능 하였음.

- 공공녹지 최소 20% 이상 조성, 참여·협력형 주택 개발, 재난 발생 시 대피경로 설치, 대중교통과 연결된 보행로 조성, 소화전 및 소방차량 진입로 설치 등을 추진

- 그린빌딩, 대중교통 지향형 개발(TOD, Transit Oriented Development), 도시형 마을 개발 등에 관한 내용을 포함하는 하위 계획을 추가 수립해 이번 공간상세계획을 뒷받침하고자 하였음.



활 동 국	말레이시아(쿠알라룸푸르, 푸트라자야), 인도네시아(자카르타), 싱가포르
활동목적	<ul style="list-style-type: none"> • 고품질 공공임대주택, 세대공존형 주택공급 방안 등 신주거정책 벤치마킹 • 수변개발 및 도심상업지구 조성 사례 견학 • 주거·상업·업무 복합개발 사례 및 도시건축디자인 혁신 시사점 도출 • 녹색건축, 저탄소 친환경 도시개발 선진사례 답사
활동기간	'24.5.16.(목) ~ 5.23.(목)

활 동 자	성 명	이 봉 준 (서명)
	소 속	주택공간위원회
〈 검 토 의 견 〉		
<p>○ 우리 위원회가 이번 공무국외출장에서 처음 방문한 말레이시아에서는 행정기능을 분담하고 있는 신 행정수도 푸트라자야에 방문하여 그곳에서 공급되고 있는 주택의 유형과 택지개발 단지를 시찰하였음.</p> <p>○ 말레이시아 주택공급 정책은 중위소득과 저소득층을 위한 국민주택보급에 집중하고 있음. 말레이시아의 경우 다른 동남아시아 국가들과는 달리 외국인 재산에 대한 100% 지분 소유권을 인정하고, 취득세·상속세·증여세가 없어 해외투자자들의 수요에 대응한 고가주택이 공급되었음.</p> <p>○ 말레이시아 국민들의 주택가격 부담가능 수준은 약 30~50만 링깃(약 7.5~12.5만 달러, 한화 약 1.2억~1.7억) 정도로, 말레이시아는 상기한 고가주택은 과잉공급된 반면, 자국민을 위한 부담가능 주택은 공급이 부족한 실정임.</p> <p>○ 이에 따라 말레이시아는 외국인이 보유 가능한 주택의 가격하한을 하향조정(100만 링깃→60만 링깃)하고, 주택을 구입할 능력이 없는 수요층에게 ‘렌트 투 오운(Rent to Own)’ 프로그램을 시행하여 모기지율을 인하하는 등 인센티브를 제공하는 정책을 시행함.</p> <p>○ 한편, 2021년 당시 1만7천 호의 국민주택을 신규 공급하는 정책을 발표하였고, 말레이시아 공공주택 공급의 핵심 정책인 PPR(People's Housing Project)프로그램의 일환으로 2021년에 1만 4천호 규모 주택을 착공하였음.</p> <p>○ 말레이시아 경제 핵심 지역인 슬랑오르(Selangor)주 역시 저소득층과 중위소득계층을 위한 신규 주택 공급정책을 발표하였고, 주정부 차원에서 약 6천호의 국민주택이 건설 중에 있으며, 지속적으로 공급량을 확대해 나갈 계획임.</p> <p>○ 말레이시아 정부 및 주정부 정책 시행에 따라 국민이 부담가능한 저렴한 주택의 공급량은 증가하고 있는 추세임. 코로나19로 인한 공급감소를 감안하더라도, 30만링깃(한화 8,1325만원) 미만인 주택공급 비중은 전년 대비 9%p(41%→50%) 증가함.</p>		

- 말레이시아 주택가격지수(MHPI, Malaysian House Price Index)는 공급물량이 급증한 2017년 이후 상승률이 감소했으며, 2020년 3분기에는 0.9% 감소하였음.
- 말레이시아의 토지제도는 국가토지법(1965년 제정)에 따르고 있으며, 법에서는 각 주의 모든 토지 소유권을 해당 주에게 귀속시키고 있음. 주 당국이 개인에게 기간의 제한 없이 토지소유권을 매각하는 경우 그 토지는 자유보유권(Free Hold Title)으로 지정됨.
- 주 정부가 개인에게 토지소유권을 99년 이내의 기간으로 판매하는 경우, 해당 토지는 토지임차권(Lease Hold Title)으로 지정되어 임차기간 소멸과 동시에 소유권은 주정부에게 당연 귀속됨. 토지소유권에 관한 제도는 주별 법령에 따라 상이하지만, 동남아국가에서는 드물게 자유보유지역을 지정하여 외국인에 대한 토지 및 건축물의 소유권을 인정하는 제도를 도입하였음.
- 주택을 구매하고자 하는 수요자는 주택(아파트) 구입 시 은행을 통한 장기대출이 가능하며, 최고 LTV 90~100%까지 대출이 가능함. 외국인의 경우에도 LTV 50~80%수준으로 대출이 가능(5~30년 분할상환)함. 한편, 중앙은행·연기금·은행 등이 협업하여 주택구매 시 전액 대출이 가능한 말레이시아 주택공사의 대출제도(SPEF, Step-upendfinancingschime)를 신규 도입하여 공공부문에서도 5~7% 수준의 금리로 대출을 지원하고 있음
- 말레이시아 부동산시장은 외국인 투자를 적극유치하기 위해 ‘에스크로우제도’* 등을 운영하고 있음.

※ ‘에스크로우’란 부동산 매매계약 체결 후 권리이전과 대금지급을 제3자인 에스크로우 회사가 대행하는 제도로, 계약 당사자 간 거래에서 소유권이나 기타 다른 권리들의 이전을 확인한 후 대금을 지급하는 체계를 말함.

- 한편, 말레이시아 부동산 매매는 중개사가 아닌 변호사가 직접 진행하여, 개별 부동산 거래 계약 및 계약금과 잔금 등의 관리는 변호사가 관리하며, 법적 하자 없이 거래 완료 시 매도인에게 매매대금을 지급하고 있는 것으로 확인되었음.

활 동 국	말레이시아(쿠알라룸푸르, 푸트라자야), 인도네시아(자카르타), 싱가포르
활동목적	<ul style="list-style-type: none"> • 고품질 공공임대주택, 세대공존형 주택공급 방안 등 신주거정책 벤치마킹 • 수변개발 및 도심상업지구 조성 사례 견학 • 주거·상업·업무 복합개발 사례 및 도시건축디자인 혁신 시사점 도출 • 녹색건축, 저탄소 친환경 도시개발 선진사례 답사
활동기간	'24.5.16.(목) ~ 5.23.(목)

활 동 자	성 명	이 성 배 (서명)
	소 속	주택공간위원회
〈 검 토 의 견 〉		
<p>○ 금회 공무국외출장을 통해 방문한 싱가포르에서, 서울에서 추진할 주택정책에 반영할 수 있는 시사점을 확인할 수 있었음.</p> <ul style="list-style-type: none"> - 공공주택을 주택 수요가 높은 중심지 또는 역세권 주변의 입지에 고품질로 공급필요 - 거시적으로는 콤팩트시티 개념을 구현하여 탄소배출의 감소와 도시회복력 제고에 기여하고, 미시적 관점에서는 통근시간을 단축함으로써 가족과 소통할 수 있는 시간을 늘려주는 주거정책을 시행할 필요가 있음. - 이와 관련하여, 싱가포르는 “Less Commuting, More Communicating”을 모토로 하여 중심지가 일하는 곳으로 기능할 뿐 아니라 살기 좋은 곳으로도 기능하도록 중심지와 역세권을 중심으로 한 복합 고층주택을 공급하고 있음 - 서울 역시, 시민들이 가장 선호하는 지역은 현재 가장 높은 주택가격이 형성되어 있으면서 중심지와 가깝고 대중교통 접근성이 우수한 역세권 지역임. 따라서 공공이 공급하는 주택은 이러한 지역에 공급될 수 있도록 적극적인 노력이 필요하겠음. 그럼에도 불구하고, 역세권 등지에 공급되는 주택은 ‘부담 가능한’ 주택이어야 하며, 수분양자에게는 적절한 책임과 의무를 부과할 필요가 있겠음. <p>○ 싱가포르가 최근 새롭게 도입한 PLH 공공주택 모델*을 통해 중심지와 가까운 곳에 공급하여 직주근접을 실현하고, F&B(Food & Beverage) 시설이나 슈퍼마켓 등 생활에 필수적인 시설을 아파트 저층에 입지시켜 장기적으로 도시의 지속가능성 측면에 기여할 수 있는 ‘고층고밀복합주택’을 도입하였음.</p>		
<p>※ PLH(Prime Location Housing)는 HDB가 2021년 시행한 정책으로, 변화한 도심 등 접근성 좋은 입지에 중·저임금 근로자가 부담 가능한 수준의 저렴한 가격으로 고품질의 직주근접 공동주택을 공공주택으로 공급하는 정책을 말함.</p>		

- 서울에서도 입지가 wsls 잠재력 대비 저개발된 역세권 지역에 고층주택을 복합용도로 개발함으로써 토지이용의 효율성 제고와 입주자 만족도를 향상시킬 필요가 있겠음.
- 또한, 실수요자가 아닌 투기세력이 몰리지 않도록 재판매 등을 제한하는 제도를 도입하거나, 임대 제한 규정을 두는 등 정책의도가 왜곡되지 않도록 후속조치 또한 마련할 필요가 있겠음.

활 동 국	말레이시아(쿠알라룸푸르, 푸트라자야), 인도네시아(자카르타), 싱가포르
활동목적	<ul style="list-style-type: none"> • 고품질 공공임대주택, 세대공존형 주택공급 방안 등 신주거정책 벤치마킹 • 수변개발 및 도심상업지구 조성 사례 견학 • 주거·상업·업무 복합개발 사례 및 도시건축디자인 혁신 시사점 도출 • 녹색건축, 저탄소 친환경 도시개발 선진사례 답사
활동기간	'24.5.16.(목) ~ 5.23.(목)

활 동 자	성 명	최 진 혁 (서명)
	소 속	주택공간위원회

〈 검 토 의 견 〉

- 금회 방문한 싱가포르에서 답사한 마리나베이 일대는 혁신디자인이 적용된 건축물의 전 시장이라고 할 수 있을 만큼 다양한 디자인의 건축물을 확인할 수 있었음. 특히 싱가포르 강에서 보는 주·야간 도심경관은 서울의 수변공간 개발사업을 추진하는데 많은 시사점을 주고 있었음. 싱가포르의 이러한 건축계획은 싱가포르식 도시계획체계에 기반함.
- 싱가포르의 토지이용 계획 및 전반적인 도시계획은 도시재개발청(Urban Redevelopment Authority, URA)에서 담당하고 있음. URA는 장기적인 컨셉플랜(Concept Plan)과 중기 계획인 마스터플랜(Master Plan)을 수립하고, 90% 이상을 차지하는 국유지 활용, 개발, 관리 개발규제를 담당하고 있음.
 - URA의 미션은 “To make singapore a great city to live, work and play”라는 비전 하에, 토지이용계획 및 도시설계, 개발규제를 수립하고, 국가를 대신하여 국유지를 판매 하여 상업 및 호텔 등 개발에 활용하며, 마리나베이 등 핵심지역을 관리하고 부동산을 연구하는 등의 업무를 수행함.
- 싱가포르는 도시계획에 있어, 경제·사회·환경적으로 지속성을 갖춘 도시계획을 지향하며, 장기-중기 계획을 수립하고 운영하며, 다음의 네 가지로 구분하여 계획체계를 운영하고 있었음.

- 컨셉 플랜: 40~50년 후 장기적 구상을 제시
- 마스터플랜: 10~15년 후의 계획을 제시
- 국유지판매(Government Land Sales, GLS):
마스터플랜을 기반으로 시행
- 세부적인 개발 규제(Development Control)

싱가포르의 도시계획 지향성 및 구조



- 마스터플랜은 향후 10-15년을 바라보며 싱가포르의 개발 계획을 가이드하는 법정 토지 이용계획으로, 컨셉플랜(장기계획)의 장기적인 전략을 토지 및 부동산 개발에 관한 세부 계획으로 변환하여 제시하는 역할을 수행함.
 - 마스터플랜은 각 지역의 개발에 대하여 허용되는 토지이용 용도 및 밀도를 규정하는 역할을 하며, 이를 위해 필지별로 부여된 조닝과 밀도(Plot Ratio), 허용 가능 시설의 용도(Uses), 개발예시(Examples of Developments)가 명시되어 있음.
- 마스터플랜 역시 수정 프로세스가 존재, 5년 주기로 검토되며 지속적인 보완이 이루어지고 있으며, 최근 수립된 마스터플랜은 2019년 11월 27일 발표되었음.
- GLS(Government Land Sales) 프로그램은 싱가포르의 장기 개발에서 주요 계획 목표를 달성하기 위한 중요한 수단으로, 각 GLS 프로그램은 6개월마다 계획되고 발표되는데, URA GLS라는 국유지 판매 웹사이트를 통해 국유지를 판매함
 - 각 국유지의 조닝(용도지역), 위치, 면적, 용적률, 해당 토지 입찰의 진행 단계는 실시간으로 공개됨
- 싱가포르는 토지의 가치를 높이는 개발사업을 실시하기 위해 계획 허가를 받았을 때 개발부담금 부과를 통해 개발을 통제하고 있음.
- 개발부담금은 개발자가 제안한 개발안이 ▲허가된 개발 상한이 해당 부지에 본래 계획되어 있던 개발 기준선보다 높은 경우 ▲더 높은 가치를 갖는 용도로 용도지역 변경(rezoning)이 발생하는 경우 ▲용적률 상향이 발생하는 경우에 부과되며, 개발부담금을 결정하는 요율은 6개월마다(3월 1일 및 9월 1일에) 싱가포르 국세청(IRAS)의 최고 평가자와 협의하여 검토되는 것으로 확인되었음.
- 싱가포르의 도시계획체계에 대한 검토 결과, 싱가포르는 도시계획법 및 도시계획 조례에 의존하여 용도지역과 용도지역별 용적률, 건폐율을 운용하는 한국과 달리, 싱가포르의 컨셉플랜과 마스터플랜은 큰 가이드를 제시하고 세부적인 사항은 마스터플랜 맵을 통해 필지별로 세밀하게 규제하고 있는 바, 서울도 정비사업 및 지구단위계획등 현행 도시계획의 수법을 보다 정교하게 운영할 방안을 마련할 필요가 있겠음. 또한, 서울시에서 보유한 시유지 목록을 민간에 전체 공개하고 민간 개발자들이 직접 원하는 가격을 제시하게 하는 싱가포르의 RL(Reserve List, 예비목록) 방식을 도입·적용하는 방안도 검토가 필요할 것으로 사료됨.

활 동 국	말레이시아(쿠알라룸푸르, 푸트라자야), 인도네시아(자카르타), 싱가포르
활동목적	<ul style="list-style-type: none"> • 고품질 공공임대주택, 세대공존형 주택공급 방안 등 신주거정책 벤치마킹 • 수변개발 및 도심상업지구 조성 사례 견학 • 주거·상업·업무 복합개발 사례 및 도시건축디자인 혁신 시사점 도출 • 녹색건축, 저탄소 친환경 도시개발 선진사례 답사
활동기간	'24.5.16.(목) ~ 5.23.(목)

활 동 자	성 명	강 동 길 (서명)
	소 속	주택공간위원회
〈 검 토 의 견 〉		
<p>○ 우리 위원회는, 금회 공무국외출장을 통해서 싱가포르의 대표적인 공공주택 공급사례인 캄퐁 애드미럴티(Kampung Admiralty)와 피나클앳덕스톤(Pinnacle@Dunxton)을 방문하였음.</p> <p>○ 피나클은 2022년 8월, 오세훈 시장님이 방문한 단지로, HDB가 Tanjong Pagar 지역에 최초로 건설된 10층 아파트 2개동인 Duxton Plain 단지를 2010년에 재건축한 단지임</p> <p>- 2001년 싱가포르 국토개발부를 대신해서 URA가 설계국제현상을 공모한 결과, 전세계 32개국 200개 업체가 참여하여 싱가포르 업체인 Arc Studio 및 Urbanisum이 당선되었음. 디자인 특징으로는 7개동을 연결하는 스카이라이프를 통해 공적인 진입로를 설치하고, 가로수길 조성 및 유리패널 난간 사용으로 조망을 확보하였다는 점 등임.</p> <p>○ 재건축 당시, 구입자에게 구입시점과 위치 등을 제공하는 Build to Order System을 적용하였으며, 당시 HDB 아파트 중 최고가를 경신하였다고 함.</p> <p>- 2009년 분양가는 3억4천만~6억원(일반 HDB 주택 대비 2배 정도), 2015년, 재구매시 8억원(한국기준 35평형)에 거래되었으며, 2022년 기준 시세는 평균 12~13억원 수준인 것으로 확인되었음.</p> <p>○ 피나클은 HDB에서 민간아파트 이상의 고품질 랜드마크 아파트를 건설하고자 하는 실험적인 주택으로, 대표적인 공공주택의 성공사례로 평가되고 있으며, 서울주택도시공사(SH)가 추진 중인 하계5단지의 재건축 벤치마킹 대상으로도 관심을 받고 있음.</p> <p>○ 캄퐁 애드미럴티는 55세 이상 고령자가 입주할 수 있는 노인주거 특화단지로, 자녀가 근 거리에 거주하여 3세대 근접 거주 환경이 조성된 싱가포르 최초의 고령자 공공주택임.</p> <p>○ 대상지는 싱가포르 내 신혼부부가 많이 거주하고 있는 우즈랜드 지역에 위치하여 부모, 자녀 세대 간 유대를 형성하기 유리하도록 단지 내 보육시설과 노인센터를 포함하여 단</p>		

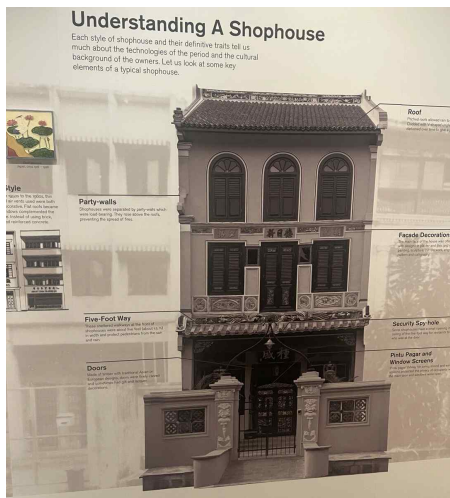
지 저층부에 배치한 최초의 주거단지임.

- 이 지역에 거주하고 있거나, 결혼한 자녀가 이 지역에 살고 있을 경우 해당 단지의 입주 우선권을 부여하기 때문에 신혼부부가 자녀를 부모에게 맡기고 출근이 가능하여 3세대가 함께 생활할 수 있음.
 - 가격은 임대기간에 따라 15년 임대 \$40,000에서 35년 임대 \$65,000 이내이며, 65세 이상에서 95세 이하 까지 지원가능함. 월 소득 \$14,000이하 노인만 지원 가능하고, 스튜디오 아파트(원룸 아파트)나 2-room Flexi 아파트(2룸 아파트)를 구매한 경우에는 지원할 수 없음
- 단지 6~7층에는 노인커뮤니티 센터와 유치원이 함께 설치되어 있기 때문에 노인들이 여가시간을 보낸 후 하원하는 아이들을 돌보고 있어 그들의 자녀가 퇴근할 때까지 보호를 할 수 있음.
- 이와 함께, 고령자를 위한 식당과 의료시설 및 커뮤니티에 특화된 계획을 적용하였으며, 녹색지붕·태양열·자연환기 시스템 등 친환경 건축설계를 적용하였음. 또한, MRT(Mass Rapid Transit)역이 근접하여 대중교통 이용이 편리하고, 건물내 공원을 복합화하여 계획의 품질을 제고하였음.
- 금회 우리 위원회가 공무국의 출장을 수행한 주된 목표 중 하나가 저출생 현상에 대응한 저렴하고 고품질의 공공주택 공급방안을 모색하는 것이었는데, 싱가포르에서 답사한 피나클과 캄퐁 애드미럴티 단지는 중요한 시사점을 주었음. 향후 서울주택도시공사를 통한 공공주택 개발사업 추진시 대상지의 입지요건, 입주자 모집기준, 설계 기준에 적용할 수 있도록 상임위 활동에 노력을 기울이겠음.

활 동 국	말레이시아(쿠알라룸푸르, 푸트라자야), 인도네시아(자카르타), 싱가포르
활동목적	<ul style="list-style-type: none"> • 고품질 공공임대주택, 세대공존형 주택공급 방안 등 신주거정책 벤치마킹 • 수변개발 및 도심상업지구 조성 사례 견학 • 주거·상업·업무 복합개발 사례 및 도시건축디자인 혁신 시사점 도출 • 녹색건축, 저탄소 친환경 도시개발 선진사례 답사
활동기간	'24.5.16.(목) ~ 5.23.(목)

활 동 자	성 명	임 종 국 (서명)
	소 속	주택공간위원회
〈 검 토 의 견 〉		
<p>○ 싱가포르는 도시국가로, 협소한 국가 면적으로 인해 1965년 말레이시아로부터의 독립 초기부터 심각한 주택난을 겪어왔음. 특히, 경제가 성장하면서 인구가 급속히 증가한 결과, 주택난은 점차 심화되었음.</p> <p>○ 심각한 주택난 해결을 위해 싱가포르 당국은 구도심의 전통 가옥을 해체하고, 고층·고밀 개발을 위해 용적률을 상향시키는 도시계획을 운영하였음. 그러나, 주택난 해결을 위해 신규 건축활동도 중요하지만 국가의 정체성 확립 및 전통건축의 보존이 경쟁력에 도움이 될 수 있다는 판단하에 전통 건축물 보존에 대한 관심을 갖게 되었음.</p> <p>○ URA는 기존 건축물을 철거하고, 새로운 건축물을 건설하는 방식의 재개발을 추진하고 있지만, 다민족 사회인 싱가포르의 통합과 도시경쟁력 강화를 위하여 1980년대부터 전통 건축 보존을 위한 포괄적인 정책을 수립하였음.</p> <p>- 이에 따라, 1989년에 차이나타운, 1991년 부킷 파소를 전통건축물 보존지역으로 지정함. 현재 싱가포르 내 6,500동의 건축물이 보존되고 있으며, 그 중 6,200동이 전통적인 상가 가옥인 쉑하우스(shophouse)로서, 업무 또는 상업용으로 쓰이고 있음.</p> <p>- 쉑하우스는 중국, 말레이시아, 인도 등에서 싱가포르로 이주해 온 화교들에 의해 중국의 건축 양식이 도입되었고, 이 과정에서 바로크, 로코코 등 다양한 서양 건축 양식이 접목 되었으며, 1층은 상점으로, 2~3층은 주거용으로 사용되는 형식을 취하고 있음.</p> <p>○ 싱가포르는 18~19세기에 집중적으로 건축된 쉑하우스를 문화재로 지정하고, 개·보수에 수반되는 비용을 지원하고 있는데, 특히 클라키(Clarke Quay) 지역은 전통건축 보존을 통해 가장 성공적인 파급효과를 내고 있으며, 연간 1,200만 명이 방문하고 있음.</p> <p>○ 우리 위원회가 방문한 술탄모스크와 그 주변의 아랍거리(Arab Street)는 클라키 지역과 유사하게 쉑하우스 건축형태와 중동지역의 문화가 접목된 상업시설이 밀집한 지역으로,</p>		

지역 활성화에 기여하고 있음을 확인할 수 있었음.



- 서울의 경우, 전통건축물은 주로 북촌 한옥마을에 집중되어 있으며, 한옥마을은 지역 활성화 및 서울의 정체성을 확보하는데 중요한 역할을 수행하고 있음. 그러나 북촌의 경우 대부분의 건축물이 주거용으로 쓰이고 있기 때문에, 방문객들로 인한 오버투어리즘 문제가 대두되고 있는 실정임. 싱가포르의 경우 보존대상인 건축물 대부분이 상업용도이기 때문에 서울의 상황과 같지 않지만, 향후 주택정책실에서 추진하는 한옥마을 조성 등 사업 추진시에는, 전통건축물 내에서도 업무·상업·문화 용도가 복합되어, 생활환경 보존 및 지역 활성화를 도모할 수 있도록 계획을 수립하는 방안을 마련할 필요가 있을 것으로 판단 됨.

활 동 국	말레이시아(쿠알라룸푸르, 푸트라자야), 인도네시아(자카르타), 싱가포르
활동목적	<ul style="list-style-type: none"> • 고품질 공공임대주택, 세대공존형 주택공급 방안 등 신주거정책 벤치마킹 • 수변개발 및 도심상업지구 조성 사례 견학 • 주거·상업·업무 복합개발 사례 및 도시건축디자인 혁신 시사점 도출 • 녹색건축, 저탄소 친환경 도시개발 선진사례 답사
활동기간	'24.5.16.(목) ~ 5.23.(목)

활 동 자	성 명	최 재 란 (서명)
	소 속	주택공간위원회
〈 검 토 의 견 〉		
<p>○ 싱가포르의 대표적인 건축물로 선정되는 마리나베이 샌즈 호텔은 ‘화이트존(WhiteZone)’이 적용된 개발 사례로, 화이트사이트는 싱가포르의 도시계획 정책 중에서도 우리나라 및 서울의 용도지역·지구 제도에 있어 많은 시사점을 주고 있음.</p> <p>○ 화이트사이트는 1995년부터 토지이용의 효율성을 극대화 하기 위해 도입된 제도로, 개발 사업자가 고밀도 개발을 추진하더라도, 별도의 심의 없이 허용되는 용적률 이내에서 토지 용도를 자유롭게 정할 수 있도록 한 것이 특징임.</p>		
		
<p>○ 최근 서울시는 ‘서남권 대개조’, ‘다시 강북 전성시대’ 등을 발표하며, 도시공간구조를 재편하는 과업을 추진 중에 있음, 특히 ‘다시 강북 전성시대’를 발표하면서 강북지역 내 미래형 일자리 창출을 위한 기업 유치를 위해 화이트사이트를 적용할 것을 발표하였음.</p> <p>- 이는 현행 「국토계획법」에 따른 입지규제최소구역(2024.8.7.부터 도시혁신구역)을 활용하려는 것으로, ‘2040 서울도시기본계획’ 발표 당시 ‘비욘드 조닝(beyond zoning)’이라는</p>		

정책 브랜드를 통해 추진 방향을 제시한 바 있음.

- 금회 공무국외출장 결과, 마리나베이 샌즈 호텔은 싱가포르의 랜드마크 건축물로서 지역 활성화의 기능에 큰 축을 담당하고 있음을 확인하였음. 그러나, 싱가포르의 경우 마리나 베이 개발에 대한 마스터플랜을 토대로 주거·업무·관광·여가 기능이 복합되어 있으며, 주변에 입지한 특성을 활용하여 수상교통 및 다양한 소프트웨어적 기능들이 뒷받침하고 있기 때문인 것으로 사료됨. 향후 서울시가 강북지역 및 용산국제업무지구 등 대규모 개발시 화이트사이트 개념을 적극 도입될 것으로 예상되는 바, 해당 건축물의 고층·고밀 개발 방안 뿐 아니라, 지역맥락과 연계한 종합계획을 선행하여 수립할 필요가 있겠음.

