TRANSPORTING LIGHT TO THE NATION

Indonesia Maritime Infrastructure

R.J. LINO – President Director
Indonesia Port Corporation II

World Export Development Forum 2012
October 15, 2012
Outline

- Trade & Logistics in Indonesia
- Indonesia Port Corporation
- Improve the Performance of Infrastructure Services
- Soft Infrastructure Improvement Program
- Hard Infrastructure Improvement Program
  - Reducing Domestic Logistic Cost through Pendulum Nusantara
  - New Priok Port Development
  - Sorong – West Pacific Hub Port Development Project
Trade & Logistics in Indonesia
# Indonesia Today and in 2030

<table>
<thead>
<tr>
<th>INDONESIA TODAY</th>
<th>... AND IN 2030</th>
</tr>
</thead>
<tbody>
<tr>
<td>16th largest economy in the world</td>
<td>7th largest economy in the world</td>
</tr>
<tr>
<td>45 million members of the consuming class</td>
<td>135 million members of the consuming class</td>
</tr>
<tr>
<td>53% of population in cities producing 74% of GDP</td>
<td>71% of population in cities producing 86% of GDP</td>
</tr>
<tr>
<td>55 million skilled workers</td>
<td>113 million skilled workers needed</td>
</tr>
<tr>
<td>$0.5 trillion market opportunity in consumer services, agriculture and fisheries, resources, and education</td>
<td>$1.8 trillion market opportunity in consumer services, agriculture and fisheries, resources, and education</td>
</tr>
</tbody>
</table>

Source: Mc Kinsey Global Institute
Indonesia’s Recent Economic Growth has been Stable

Overview of OECD and BRICS (%)

<table>
<thead>
<tr>
<th>GDP growth, standard deviation, annualised, 2000–10</th>
<th>Real GDP growth, 2000–10</th>
</tr>
</thead>
<tbody>
<tr>
<td>Indonesia</td>
<td>0.9</td>
</tr>
<tr>
<td>Australia</td>
<td>0.9</td>
</tr>
<tr>
<td>Portugal</td>
<td>1.5</td>
</tr>
<tr>
<td>Norway</td>
<td>1.6</td>
</tr>
<tr>
<td>France</td>
<td>1.6</td>
</tr>
<tr>
<td>New Zealand</td>
<td>1.7</td>
</tr>
<tr>
<td>Belgium</td>
<td>1.7</td>
</tr>
<tr>
<td>Switzerland</td>
<td>1.8</td>
</tr>
<tr>
<td>Canada</td>
<td>1.8</td>
</tr>
<tr>
<td>India</td>
<td>1.8</td>
</tr>
<tr>
<td>South Korea</td>
<td>2.0</td>
</tr>
<tr>
<td>Poland</td>
<td>2.0</td>
</tr>
<tr>
<td>China</td>
<td>2.0</td>
</tr>
<tr>
<td>Netherlands</td>
<td>2.1</td>
</tr>
<tr>
<td>United States</td>
<td>2.1</td>
</tr>
<tr>
<td>Average rest</td>
<td>3.4</td>
</tr>
<tr>
<td>China</td>
<td>11.5</td>
</tr>
<tr>
<td>India</td>
<td>7.7</td>
</tr>
<tr>
<td>Indonesia</td>
<td>5.2</td>
</tr>
<tr>
<td>Russia</td>
<td>4.9</td>
</tr>
<tr>
<td>Slovakia</td>
<td>4.9</td>
</tr>
<tr>
<td>South Korea</td>
<td>4.2</td>
</tr>
<tr>
<td>Turkey</td>
<td>4.0</td>
</tr>
<tr>
<td>Poland</td>
<td>3.9</td>
</tr>
<tr>
<td>Estonia</td>
<td>3.8</td>
</tr>
<tr>
<td>Chile</td>
<td>3.7</td>
</tr>
<tr>
<td>Brazil</td>
<td>3.6</td>
</tr>
<tr>
<td>South Africa</td>
<td>3.5</td>
</tr>
<tr>
<td>Czech Republic</td>
<td>3.4</td>
</tr>
<tr>
<td>Israel</td>
<td>3.1</td>
</tr>
<tr>
<td>Australia</td>
<td>3.1</td>
</tr>
<tr>
<td>Average rest</td>
<td>1.7</td>
</tr>
</tbody>
</table>

Source: Mc Kinsey Global Institute
Non-commodity exports have a lower share of GDP in Indonesia than in Malaysia or Thailand

Share of GDP, 2010 (%)

1 All non-processed commodities from agriculture, mining, and oil and gas, plus refined oil and liquefied natural gas

Source: McKinsey Global Institute
The Resource Sector’s Share Of The Economy Has Fallen From 2000 to 2010

Share of Indonesia’s nominal GDP

%; $ billion

<table>
<thead>
<tr>
<th>Resources</th>
<th>2000</th>
<th>2010</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mining and quarrying, including oil and gas</td>
<td>12</td>
<td>11</td>
</tr>
<tr>
<td>Agriculture</td>
<td>16</td>
<td>15</td>
</tr>
<tr>
<td>Manufacturing</td>
<td>28</td>
<td>25</td>
</tr>
<tr>
<td>Services</td>
<td>45</td>
<td>49</td>
</tr>
</tbody>
</table>

Real compound annual growth rate, 2000–10

<table>
<thead>
<tr>
<th></th>
<th>2000</th>
<th>2010</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mining and quarrying, including oil and gas</td>
<td>0.3</td>
<td>2.6</td>
</tr>
<tr>
<td>Agriculture</td>
<td>2.6</td>
<td>3.6</td>
</tr>
<tr>
<td>Manufacturing</td>
<td>3.6</td>
<td>6.2</td>
</tr>
</tbody>
</table>

1 The compound annual growth rate is calculated based on 2000 real prices.
NOTE: Numbers may not sum due to rounding.
SOURCE: Indonesia’s Central Bureau of Statistics; McKinsey Global Institute analysis
Indonesia lies in the heart of future world's global trade

>70% of world sea container flows are Asia-related

Global container flows by main trades, 2015 (M TEUs)

---

1. Includes NE, SE, and S. Asia  
2. Includes domestic

Note: Container flows based on forecasts excluding empties and transshipment but including domestic for intra-regional trade; some trades excluded for display purposes; CAGR based on 2007-2015

Source: BCG analysis, Singapore case study
Domestically, trade routes are vibrant and growing fast

*Inter-island trade has been growing with 37% CAGR in the last 5 years*

Fast growing, vibrant domestic trade routes

Inter-island trade has increased ~5x from 638 Mn Ton in 2006 to 3,153 Mn Ton in 2011

Note: Province to province origin-destination goods flow for all means of transportation (sea, air, land), CAGR 2006-2011
Source: OD Matrix - Ministry of Transportation 2006 and 2011
Logistics Performance Index (LPI)

<table>
<thead>
<tr>
<th>Category</th>
<th>2010</th>
<th>2012</th>
</tr>
</thead>
<tbody>
<tr>
<td>CUSTOMS</td>
<td>72</td>
<td>75</td>
</tr>
<tr>
<td>INFRASTRUCTURE</td>
<td>69</td>
<td>85</td>
</tr>
<tr>
<td>INTERN SHIPMENTS</td>
<td>80</td>
<td>57</td>
</tr>
<tr>
<td>LOGISTICS QUALITY &amp; COMPETENCE</td>
<td>92</td>
<td>62</td>
</tr>
<tr>
<td>TRACKING &amp; TRACING</td>
<td>80</td>
<td>52</td>
</tr>
<tr>
<td>TIMELINES</td>
<td>69</td>
<td>42</td>
</tr>
</tbody>
</table>

**IPC Branches**

1. Port of Tanjung Priok
2. Port of Sunda Kelapa
3. Port of Ciwandan, Banten
4. Port of Cirebon
5. Port of Panjang, Lampung
6. Port of Palembang
7. Port of Pulau Baai, Bengkulu
8. Port of Teluk Bayur, Padang
9. Port of Pangkal Balam
10. Port of Tanjung Pandan
11. Port of Talang Duku, Jambi
12. Port of Pontianak

**IPC New Development Project**

a. NEW PRIOK PORT
b. TANJUNG SAUH, BATAM TRANSSHIPMENT HUB PORT
c. SORONG WEST PASIFIC HUB PORT
PT. Pelabuhan Indonesia II / IPC

Wilayah Kerja

**SUBSIDIARY**
1. PT. JICT (48,9%)
2. PT. MTI (99,17%)
3. PT. EDI (51 %)
4. TPK KOJA (52,12 %)
5. RSP (99,43%)

**BRANCH**
1. **MAJOR**
   - Tanjung Priok
2. **CLASS I**
   - Palembang
   - Panjang
   - Pontianak
   - Teluk Bayur
3. **CLASS II**
   - Cirebon
   - Banten
   - Sunda Kelapa
   - Jambi
   - Bengkulu
   - Pangkal Balam
   - Tanjung Pandan

**BUSINESS UNIT**
1. Tanjung Priok Car Terminal
2. Pusat pelatihan Kepelabuhanan
IPC Performance

Container Traffic (Port of Tanjung Priok)

Teu’s (million)


2.4 2.5 2.6 2.9 3.1 3.3 3.4 3.6 3.9 3.8 4.7 5.7 7.2

Container Traffic (Port of Tanjung Priok)
IPC Performance

Container Traffic

Tanjung Priok are not dependent on Singapura, Tanjung Pelepas and Port Klang

- **2008**
  - 65% Direct
  - 35% Transhipment → Singapore, Tanjung Pelepas Malaysia, Port Klang Malaysia

- **2010**
  - 71% Direct
  - 29% Transhipment → Singapore, Tanjung Pelepas Malaysia, Port Klang Malaysia

- **2011**
  - 82% Direct
  - 18% Transhipment → Singapore, Tanjung Pelepas Malaysia, Port Klang Malaysia
Indonesia Container Traffic Forecast

Indonesia Container Traffic Forecast (million TEU)

Sources: Indonesia Infrastructure Inisiative
Indonesia CPO Traffic Forecast

![Diagram showing historic and forecasted palm oil production in Indonesia from 1985 to 2030]

**Sources:** Indonesia Infrastructure Initiative
2030 ADDITIONAL PORT CAPACITY REQUIREMENT

• **9 KM OF CONTAINER QUAY IN WEST JAVA** WITH OVER 120 QCC (QUAY CONTAINER CRANE) AND OVER 900 HA OF STORAGE AREA

• **4 KM OF CONTAINER QUAY IN EAST JAVA** WITH OVER 55 QCC AND 400 HA OF STORAGE AREA

• **80 MTPA OR MORE PETROLEUM PRODUCTS BERTH** WITH OVER 700 HA OF STORAGE TERMINAL ON JAVA
PORT SECTOR IMPROVEMENT TO IMPROVE INDONESIA’S LOGISTICAL SYSTEM TO BOOST THE NATION COMPETITIVENESS
Improve the Performance of Infrastructure Services
PORT INFRASTRUCTURE DEVELOPMENT

**SOFT INFRASTRUCTURE**
- 24/7 OPERATION
- HANDLING METHOD IMPROVEMENT
- INFORMATION & COMMUNICATION TECHNOLOGY IMPROVEMENT
- HUMAN RESOURCES DEVELOPMENT
- TERMINAL MANAGEMENT IMPROVEMENT

**HARD INFRASTRUCTURE**
- IMPROVEMENT EKSISTING PORT
  - Procurement New Handling Equipment
  - Port Facilities Improvement
  - Land Optimalisation and Reconfiguration
- NEW DEVELOPMENT:
  - New Priok Terminal
  - Tanjung Sauh Transhipment Hub
  - Sorong West Pacific Hub
  - Pendulum Nusantara
Soft Infrastructure Improvement Program
# Handling Method Improvement

## Comparison of Container Loading / Unloading

<table>
<thead>
<tr>
<th>NO</th>
<th>ACTIVITIES</th>
<th>CONVENTIONAL</th>
<th>MODERN</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>SHIP OPERATION</td>
<td>SHIP GEAR MOBILE CRANE</td>
<td>CONTAINER CRANE</td>
</tr>
<tr>
<td>2</td>
<td>QUAY TRANSFER OPERATION</td>
<td>HEAD TRUCK / TRAILER</td>
<td>HEAD TRUCK / TRAILER</td>
</tr>
<tr>
<td>3</td>
<td>STORAGE OPERATION</td>
<td>MOBILE CRANE TOP LOADER REACH STACKER</td>
<td>RAIL MONTED GANTRY CRANE RUBBER TYRED GANTRY CRANE</td>
</tr>
<tr>
<td></td>
<td>BOX/CRATE/HOUR (BCH)</td>
<td>7 BOX</td>
<td>20 BOX</td>
</tr>
</tbody>
</table>
# Handling Method Improvement

## Comparison of Dry Bulk Loading / Unloading

<table>
<thead>
<tr>
<th>NO</th>
<th>ACTIVITIES</th>
<th>CONVENTIONAL</th>
<th>MODERN</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>SHIP OPERATION</td>
<td>Vessel : SHIP GEAR, MOBILE CRANE Use Box and Grab</td>
<td>LUFFING CRANE JIB CRANE, GANTRY CRANE</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Barge : Whell Loader and Excavator</td>
<td>Use Grab and Hopper</td>
</tr>
<tr>
<td>2.</td>
<td>QUAY TRANSFER OPERATION</td>
<td>Dump Truck</td>
<td>Dump Truck</td>
</tr>
<tr>
<td>3.</td>
<td>STORAGE OPERATION</td>
<td>Excavator and Wheel Loader at Stockpile</td>
<td>Dump Truck with Excavator and Wheel Loader</td>
</tr>
<tr>
<td></td>
<td>TON/GANG/HOUR (TGH)</td>
<td>30 - 40 Ton (Vessel) 150 Ton (Barge)</td>
<td>350 Ton</td>
</tr>
</tbody>
</table>
# Handling Method Improvement

## Comparison of Bag Cargo Loading / Unloading

<table>
<thead>
<tr>
<th>NO</th>
<th>ACTIVITIES</th>
<th>CONVENTIONAL</th>
<th>MODERN</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td><img src="image1.jpg" alt="Picture" /></td>
<td><img src="image2.jpg" alt="Picture" /></td>
</tr>
<tr>
<td>1.</td>
<td>SHIP OPERATION</td>
<td>SHIP GEAR MOBILE CRANE</td>
<td>LUFFING CRANE JIB CRANE</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Use <em>Jala-jala lambung</em></td>
<td>Use Jumbo Bag with special spreader</td>
</tr>
<tr>
<td>2.</td>
<td>QUAY TRANSFER OPERATION</td>
<td>Truck</td>
<td>Trailer / Truck</td>
</tr>
<tr>
<td>3.</td>
<td>STORAGE OPERATION (Warehouse)</td>
<td>Dominant manpower</td>
<td>Forklift</td>
</tr>
<tr>
<td></td>
<td>TON/GANG/HOUR (TGH)</td>
<td>30 TON</td>
<td>240 TON</td>
</tr>
</tbody>
</table>
**Improvement Working Method**

**The steps to be taken**

**a. Small bag put into container (bag cargo containerization)**

<table>
<thead>
<tr>
<th>Small Bag</th>
<th>Container</th>
</tr>
</thead>
<tbody>
<tr>
<td>TGH : 30 ton</td>
<td>25 ton x 20 cycle = 500 ton</td>
</tr>
</tbody>
</table>

**b. Jumbo bag put into container**
Port of Tanjung Priok
Port of Panjang

1 unit QCC Twin Lift
4 units Gantry Jib Crane
Port of Pontianak

2 unit QCC Twin Lift
4 units RMGC
3 units Gantry Jib Crane
Port of Palembang

2 unit QCC Twin Lift
4 units RMGC
4 units Gantry Jib Crane
Port of Teluk Bayur

7 units Gantry Luffing Crane
3 units RTGC
Port of Jambi

2 units Fixed Luffing Crane
3 units RMGC
Port of Pangkal Balam

1 unit fix Jib Crane
1 unit platform fix jib crane
Indonesia Logistics Community Service (ILCS)
Indonesia Logistics Community Service (ILCS)

**Strategic Objectives**

- Becoming a regional trade and transport hub
- Complying with international trade facilitation and security standards
- Boasting economic growth
**Indonesia Logistics Community Service (ILCS)**

**ILCS Framework**

ILCS system will run alongside INSW system in order to improve the quality of Indonesia logistics sector. Impact on connectedness in the total process / total logistic cost....
**Basic Benefits of ILCS**

- **Benchmark**: Increase members productivity 30-60%
- Simplify business processes
- Reduce dwelling time
- Improving the competitiveness of the industry
- Comply standard global
- Continuity of information from one port to another port
- Submission of e logistics related data are complete and up to date
- Security data transactions
- No time wasted
- Centralized data access
- Transparency
Human Resources Development

- **TRAINING**
- **JOB TRAINING DOMESTIC & OVERSEAS**
- **POST GRADUATE PROGRAM DOMESTIC & OVERSEAS**
- **US $50 MILLION PROJECT FOR THE THREE YEAR**
  - CONTAINER TERMINAL PROJECT - 200
  - NON CONTAINER TERMINAL PROJECT -100
  - WORLD CLASS PILOT PROJECT – 100
  - POST GRADUATE OVERSEAS PROJECT – 138
  - EXECUTIVE MBA PROJECT – 15
  - EXECUTIVE MBA – KUHNE LOGISTIC UNIV. GERMANY & IPC - 50
- **PORT & LOGISTIC INSTITUTE**
- Produce skill worker for Port and Logistic
Hard Infrastructure Improvement Program
Reducing National Logistics Cost through Pendulum Nusantara
**Background**

**Map of Indonesia Economic Corridor**

![Map of Indonesia Economic Corridor](image)

- **Mega Economic Center**
- **Economic Center**

1. Sumatera EC
2. Jawa EC
3. Kalimantan EC
4. Sulawesi EC
5. Bali – Nusa Tenggara EC
6. Papua – Maluku Island EC

*Source: Coordinating Ministry for Economic Affairs*
Background

Distribution Map of Economic Growth in Indonesia

Source: World Bank
**Background**

*However, domestic logistic cost is high and could be an impediment for growth*

---

**Cost to ship 1 x 20' container from Jakarta to ...**

- **Singapore**: $1000
- **Hong Kong**: $1500
- **Bangkok**: $2000
- **Shanghai**: $2500
- **Tokyo**: $3000
- **Hamburg**: $1000
- **Padang**: $500
- **Medan**: $2000
- **Banjarmasin/Makassar**: $1500
- **Ambon**: $3000

**Km**

- **Singapore**: 0 km
- **Hong Kong**: 0 km
- **Bangkok**: 0 km
- **Shanghai**: 0 km
- **Tokyo**: 0 km
- **Hamburg**: 0 km
- **Padang**: 0 km
- **Medan**: 0 km
- **Banjarmasin/Makassar**: 0 km
- **Ambon**: 0 km

---

**It is cheaper to ship goods from Jakarta to Hamburg than to Padang**

*Source: Quotes from domestic logistic company, 2012*
Background

Maximum Size Container Ship

- **International Shipping**
- **Asia Europe Routes - 2012**
- **Intra-Asian Routes - 2012**
- **Intra-ASEAN/Feeder Routes - 2012**
- **Indonesia Domestic Container Shipping**
Background

Domestic Trade Flows for Indonesia Container Traffic
PELABUHAN YANG PERLU DIKEMBANGKAN: BELAWAN, BATAM, JAKARTA, SURABAYA, MAKASSAR DAN SORONG
Pendulum Nusantara

Development Scheme of Pendulum Nusantara’s Main and Sub Corridor

Sumber: IPC (2012)
Pendulum Nusantara

Domestic Container Volumes 2010

Belawan
Batam
Tanjung Priok
Makassar
Tanjung Perak
Sorong
Pendulum Nusantara

Domestic Container Volumes 2015
Pendulum Nusantara

*Domestic Container Volumes 2020*
Pendulum Service

Average shipping costs

<table>
<thead>
<tr>
<th>JAKARTA (TANJUNG PRIOK) TO</th>
<th>Prior to the Pendulum Service</th>
<th>With the Pendulum Service</th>
</tr>
</thead>
<tbody>
<tr>
<td>SINGAPORE</td>
<td>US $ 250</td>
<td>US $ 250</td>
</tr>
<tr>
<td>BELAWAN</td>
<td>US $ 400</td>
<td>US $ 275</td>
</tr>
<tr>
<td>SURABAYA</td>
<td>US $ 350</td>
<td>US $ 125</td>
</tr>
<tr>
<td>SORONG</td>
<td>US $ 2000</td>
<td>US $ 375</td>
</tr>
</tbody>
</table>

Prior to the Pendulum Service

With the Pendulum Service
NewPriok Port Development
Land Optimalisation and Reconfiguration

- CY Expansion 12 Ha
- Another Facilities (18 Ha)
  - Parking Area
  - Gate in/out
  - Railway

- Existing International Container Terminal
- Existing Domestic Container Terminal
- Reconfiguration International CT
- Reconfiguration Domestic CT

Existing Railway
JICT Access Plan
JICT Expansion Plan
Port Access Road Project
Port Access Road Project

- On Ramp
- Off Ramp
- Rail Spur
NewPriok Port Development

**PHASE 1**

<table>
<thead>
<tr>
<th>DEVELOPMENT</th>
<th>: 2012 – 2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>DEPTH</td>
<td>: -16 M LWS</td>
</tr>
<tr>
<td>Container Terminal</td>
<td>: 3 Terminal</td>
</tr>
<tr>
<td>AREA</td>
<td>: 132 Ha</td>
</tr>
<tr>
<td>LENGTH OF BERTH</td>
<td>: 2400 M</td>
</tr>
<tr>
<td>CAPACITY</td>
<td>: 4.5 MILLION TEUs/Year</td>
</tr>
<tr>
<td>Oil &amp; Gas Terminal</td>
<td>: 2 Terminal</td>
</tr>
<tr>
<td>AREA</td>
<td>: 48 Ha</td>
</tr>
<tr>
<td>LENGTH OF BERTH</td>
<td>: 1600 M</td>
</tr>
<tr>
<td>CAPACITY</td>
<td>: 10,0 MILLION M³ /Year</td>
</tr>
<tr>
<td>Supporting Area</td>
<td>: 27 Ha</td>
</tr>
</tbody>
</table>

**PHASE 2**

<table>
<thead>
<tr>
<th>DEVELOPMENT</th>
<th>: 2018 – 2023</th>
</tr>
</thead>
<tbody>
<tr>
<td>DEPTH</td>
<td>: - 20 M LWS</td>
</tr>
<tr>
<td>TOTAL AREA</td>
<td>: 300 Ha</td>
</tr>
<tr>
<td>Container Terminal</td>
<td>: 4 Terminal</td>
</tr>
<tr>
<td>AREA</td>
<td>: 300 Ha</td>
</tr>
<tr>
<td>LENGTH OF BERTH</td>
<td>: 4000 M</td>
</tr>
<tr>
<td>CAPACITY</td>
<td>: 8,0 MILLION TEUs/Year</td>
</tr>
</tbody>
</table>
SORONG - West Pacific Hub Port Development Project
SORONG - West Pacific Hub Port Development Project

Container Throughput (Teu’s)

<table>
<thead>
<tr>
<th>Year</th>
<th>Makassar</th>
<th>Ujung Pandang</th>
<th>Samarinda</th>
<th>Bitung</th>
<th>Ambon</th>
<th>Sorong</th>
<th>Jayapura</th>
<th>Tarakan</th>
<th>Paltiolo</th>
<th>Ternate</th>
<th>Pare</th>
<th>Pare</th>
<th>Kendari</th>
<th>Biak</th>
<th>Merauke</th>
<th>Manokwari</th>
<th>Gorontalo</th>
<th>Tolitoli</th>
<th>Fanfa</th>
<th>Nunukan</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>2008</td>
<td>982</td>
<td>903,246</td>
<td>86,792</td>
<td>159,949</td>
<td>134,756</td>
<td>46,169</td>
<td>29,327</td>
<td>40,166</td>
<td>26,814</td>
<td>52,105</td>
<td>20,118</td>
<td>-</td>
<td>30,048</td>
<td>8,039</td>
<td>12,379</td>
<td>8,487</td>
<td>18,624</td>
<td>7,449</td>
<td>7,449</td>
<td>-</td>
<td>1,031,440</td>
</tr>
<tr>
<td>2009</td>
<td>2,550</td>
<td>2,705,932</td>
<td>77,006</td>
<td>166,212</td>
<td>149,974</td>
<td>46,169</td>
<td>27,374</td>
<td>50,657</td>
<td>25,792</td>
<td>57,889</td>
<td>21,113</td>
<td>3,566</td>
<td>36,351</td>
<td>7,690</td>
<td>11,783</td>
<td>11,794</td>
<td>21,504</td>
<td>8,032</td>
<td>4,028</td>
<td>4,028</td>
<td>1,110,953</td>
</tr>
<tr>
<td>2010</td>
<td>4,924</td>
<td>4,032,959</td>
<td>95,302</td>
<td>188,961</td>
<td>156,295</td>
<td>51,975</td>
<td>83,315</td>
<td>59,638</td>
<td>27,952</td>
<td>65,394</td>
<td>22,064</td>
<td>3,825</td>
<td>38,896</td>
<td>8,897</td>
<td>15,440</td>
<td>16,469</td>
<td>29,610</td>
<td>10,048</td>
<td>9,028</td>
<td>10,048</td>
<td>1,285,100</td>
</tr>
</tbody>
</table>
SORONG - West Pacific Hub Port Development Project
SORONG - West Pacific Hub Port Development Project
SORONG - West Pacific Hub Port Development Project

SHORT TERM DEVELOPMENT 2011-2013
Dermaga : 500 M
Back Up Area : 30 Ha

KAWASAN EKONOMI KHASUS
10,000 Ha

LONG TERM DEVELOPMENT
Thank You