

Clifton Coney
Group

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Clifton Coney Group (WA) Pty Ltd
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Attention: Mr Matthew McArthur

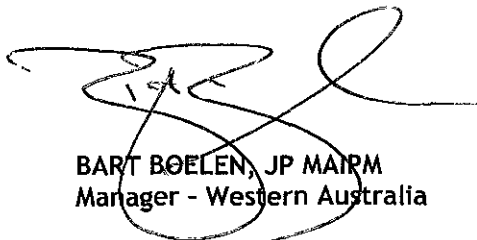
Dear Matthew,

PROJECT MANAGEMENT PROPOSAL
Masterplan : Ocean Reef Marina

As requested, please find attached Clifton Coney's Project Management Consultancy proposal for the Master Plan for the Ocean Reef Marina. An electronic copy will be emailed to yourself as discussed. If you have any queries relating to the proposal, please do not hesitate to contact Corey Verwey from our office.

We look forward to working with you in the future.

Yours Sincerely
CLIFTON CONEY GROUP PTY LTD


BART BOELEN, JP MAIPM
Manager - Western Australia

PROJECT MANAGEMENT CONSULTANCY

for the

MASTER PLAN: OCEAN REEF MARINA

for

CITY OF JOONDALUP

SEPTEMBER 2005

Prepared by

CLIFTON CONEY GROUP PTY LTD

Level 1 - 50 Subiaco Square

SUBIACO WA 6008

Phone: (08) 6380 9000 - Facsimile (08) 6380 9099

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Introduction

Clifton Coney Group Pty Ltd (CCG) welcomes the opportunity to respond to the City of Joondalup's request for a Project Management submission, and seeks to build upon its track record of successful delivery of prominent land development, infrastructure and landscaping projects.

It is understood that this project seeks to prepare a Master plan for the future development of appropriate facilities in a consultative process for Council land holdings at Ocean Reef Marina. CCG is seeking opportunity to assist Council with the project management for the planning and design stage of this project by the introduction of the appropriate skills within the existing expertise and quality control systems of the group.



CCG is one of Australia's most experienced specialist project management and development consultants. CCG has a track record of successful delivery of development projects, and presents a strong team of dedicated personnel assembled for this project.

CCG has an established Quality Management system in use, fully certified, and regularly audited to AS/NZS ISO 9001-2000. CCG has knowledge of the City of Joondalup's operating procedures and has an excellent working relationships with the City of Joondalup personnel and its consultants.

In response to the City's request for clarification of recent ownership changes at Clifton Coney Group, we have attached selected media / ASX releases that address this matter. Please let us know if you require any further detail in this regard.

CCG have been assisting the City of Joondalup on this project since 2003 and have extensive background in relation to key project issues and associated matters. CCG look forward to continuing the association with the City of Joondalup on this interesting and challenging project.

1.0 KEY PERSONNEL - ROLES AND RESPONSIBILITIES

Please refer *Appendix A* for key personnel CV's

Project Director: Peter Yeomans is the Risk Management and Value Management specialist on the team, and will provide assistance with risk and value management workshops.



Peter has over twenty-five years' experience in the construction industry as a project manager, academic and consultant group facilitator. In a project management capacity he has delivered a large range of projects of varying size and complexity both as project manager and client representative with particular involvement in the health care sector. He has a Masters degree by research addressing the requisite skills and attributes of value management facilitation which has grown into expert facilitation of a suite of participative management processes including value management and value engineering, risk management, strategic planning, strategic diagnosis, partnering and issues resolution.

Peter is the nominated Project Director for this project and assumes responsibility with quality control of the management of the process, risk management and continued collaboration with Council.

Senior Project Manager: Corey Verwey is a senior project manager with a town planning background focussed on strategic project planning and design for major multi-disciplinary projects.

Corey was responsible for the planning and design stages of a number of major commercial, residential and resort developments in Australia and South Africa. His master planning experience is focussed on residential development and coastal tourism infrastructure. He managed the planning, design and implementation stages of a number beachfront tourist facilities on behalf of the Nelson Mandela Metropolitan Council and Sun International. He also facilitated numerous planning and design outcomes with government agencies and interest groups. Corey is nominated to provide project leadership and strategic advice for this master planning project.

Corey is responsible in delivering the master plan in association with Council in a timely and consultative manner by assuming responsibility for the processes to be followed and the overall management of the project.

Project Administrator: Philip Binet Philip has been working as a graduate architect for the last five years since completing his Bachelor of Architecture at the University of Western Australia in 2000.



Given this architectural background, Philip has a sound knowledge of building construction and architectural design, as well as contract administration and documentation. Philip has worked on a wide variety of commercial jobs and has been heavily involved in managing and coordinating the renovation and construction of fast food restaurants for the last two years. He has also worked on a range of different projects for the Department of Housing and Works and the Department of Justice. Philip is currently working on several large construction projects, and is assisting the Department of Health with strategic planning and program coordination for the Mental Health Strategy 2004-2007.

Philip is responsible for day to day administration of the project and will assist Council in administrative tasks associated with the delivery of the master plan.

2.0 CONSULTANCY FEE - MASTERPLAN PHASE

A breakdown of lump sum fees based on the different phases of the project are shown, supported by a schedule of hourly rates for key personnel. The rates are based on CCG's existing contract and associated rates and includes CPI adjustments for December 2002 (136.4) and June 2005 (146.3).

2.1 Estimated Lump Sum Fee

Table 2.1 - CCG Estimated Lump Sum Fee

| Stage | Staff | Hours/Month | Hourly Rate | Lump Sum Fee |
|---|-------|-------------|-------------|---------------------|
| <i>Preliminary Feasibility - Stage 1 (5 Months)</i> | PY | 9 | \$166.00 | \$5,976 |
| | CV | 36 | \$150.00 | \$21,600 |
| | PB | 44 | \$118.00 | \$20,768 |
| <i>Business Case - Stage 2 (3 Months)</i> | PY | 6 | \$166.00 | \$3,984 |
| | CV | 21 | \$150.00 | \$12,600 |
| | PB | 26 | \$118.00 | \$12,272 |
| <i>Public Exhibition - Stage 3 (6 Months)</i> | PY | 12 | \$166.00 | \$7,968 |
| | CV | 42 | \$150.00 | \$25,200 |
| | PB | 52 | \$118.00 | \$24,544 |
| <i>Master planning - Stage 4 (5 Months)</i> | PY | 9 | \$166.00 | \$5,976 |
| | CV | 36 | \$150.00 | \$21,600 |
| | PB | 44 | \$118.00 | \$20,768 |
| TOTAL | | | | \$183,256.00 |



2.2 Hourly Rates

CCG proposes that Corey Verwey will be the dedicated resource allocated to this project, supported by Philip Binet. Other key personnel and their rates are listed.

Table 2.2 - CCG Hourly Rates

| POSITION | HOURLY RATE (Excl GST) |
|---|---------------------------|
| <i>Project Manager - Corey Verwey</i> | \$150 |
| <i>Assistant Project Manager - Philip Binet</i> | \$118 |
| <i>Value and Risk Management Specialist - Peter Yeomans</i> | \$166 |

3.0 SCOPE OF SERVICE

3.1 Planning and Design Process

CCG is responding to a Council request to formulate and manage the planning and design processes for the master planning of the Ocean Reef Marina redevelopment. The following indicative planning process is considered for this submission:

Stage 1 - Background Studies

- Project definition and establish project objectives
- Consultant research and assessment.
- Establish a community consultation strategy and initiate consultation process (interviews, newsletters, community workshops and reference group).
- Background studies and detail site analyses (opportunities and constraints).
- Identify and formulate preliminary concept land use models.
- Update marketing research and project scoping.
- Report to City of Joondalup.

Stage 2 - Option Development

- Prepare Development Options for the site- assess feasibility of each option and prepare documentation for public consultation process/ road show.
- Design development of options.
- Preliminary business case and feasibility analysis compiled for the preferred option(s).
- Report to City of Joondalup.

Stage 3 - Design Framework

- Detailed Analysis and Costing.
- Implementation Workshop to select the Preferred Option Strategy.
- Public exhibition of Draft Master Plan options.
- Prepare Draft Master Plan and Implementation Strategy Reports.
- Submission of final report to City of Joondalup.

Stage 4 - Master planning

- Preparation of material for Master-plan in accordance with *District Planning Scheme No.2*.
- Submission of final report to West Australian Planning Commission (WAPC).

3.2 Critical Elements

The key factors that have been formulated through CCG's experience include:

| Stage | Task | Responsibility |
|----------|--|--------------------------------|
| 1 | Background Studies | |
| 1a | Review existing research studies and consultation processes and results | Project manager (PM) & Council |
| 1b | Establish Project Control Group (PCG) Fortnightly meetings, Project Management Plan | PM |
| 1c | Brief and invite specialist consultants to participate in master plan formulation | PM |
| 1d | Council visioning workshop to establish Council's perceptions, requirements and project objectives. | PM and Community Liaison (CL) |
| 1e | Prepare newsletter for circulation to initiate public interest in the project. | PM and CL |
| 1f | Update market research and project scoping. | Economic Consultant |
| 1e | Draft community consultation plan Database of stakeholders and program stakeholder meetings / project awareness program | CL |
| 1f | Background studies and site investigation reports | All consultants |

| Stage | Task | Responsibility |
|----------|--|-----------------------------------|
| 1g | Establish Community Reference Group (CRG) | Community Liaison (CL) |
| 1h | Design Workshop: establish principles and framework for concept plans, identify options to be explored | Council/ All consultants |
| 1j | Design development of concept land use models | Urban Designer |
| 1k | PCG and CRG review of concept land use models | PM / CL |
| 1i | Council endorsement of concept land use models | Council |
| 2 | Option development | |
| 2a | Bi -monthly newsletters | CL |
| 2b | Stakeholder meetings (10) | CL |
| 2c | Community Reference Group (CRG) | CL |
| 2d | Design development of concept options | Urban Designer |
| 2e | Financial analysis and TBL assessment of Design options | All consultants |
| 2f | Concept Evaluation Workshop: Review of cost and TBL assessments and selection of preferred option for ongoing work | PM All consultants/ Council |
| 2g | Preparation of preferred option report and business case. | PM / Urban Designer |
| 2h | Community Reference Group (CRG) | CL |
| 2i | PCG and CRG review of preferred option | PM / CL |
| 2j | Final review of preferred option design and report | PM / Urban Designer |
| 2k | Council endorsement of concept options | Council |
| 3 | Design Framework | |
| 3a | Bi -monthly newsletters | CL |
| 3b | Public exhibition of preferred option(s) | Council/ CL |
| 3c | Review of submissions/ report to Council | Council/ CL |
| 3d | Fortnightly PCG meetings | PM |
| 3e | Community Reference Group (CRG) | CL |
| 3e | Bi -monthly newsletters | CL |
| 3f | Stakeholder meeting | CL |
| 3g | Design elements for preferred option | Urban Design |
| 3h | Management Plans | Environmental |
| 3i | Detailed analysis and costing | All consultants |
| 3j | Finalise design/reports for Master-plan sub. | All consultants |
| 4 | Master planning | |
| 4a | Final Design report to Council | Council |
| 4b | Monthly PCG meetings | PM |
| 4c | Community Reference Group (CRG) | CL |
| 4d | Bi -monthly newsletters | CL |
| 4e | Stakeholder meetings (20) focus on State Govt. stakeholders | CL |
| 4f | Submission of Master plan to WAPC | Council/ PM |
| 4g | Response to WAPC enquiries | All consultants |
| 4h | Report to Council | Council/ PM |
| 4i | Advertise final master plan | Council/ PM / CL |

3.3 Land Procurement

CCG understand that the study area is affected by multiple land ownership and that the procurement of land holdings and certain infrastructure have not been finalised. It is essential that land ownership and responsibility for all existing and proposed infrastructure be resolved. CCG has an excellent track record in negotiating outcomes with the State Government and other agencies. Although not included in this project proposal and scope of works, CCG is offering to facilitate this process on the basis of the hourly rates provided in this submission.

3.4 Project Appreciation Statement

The required project management tasks are understood by CCG.

The Ocean Reef Marina project manager will have a range of responsibilities which are as follows:

- i. Confirm an overall delivery program and agreement to set and meet delivery milestones for master plan process and communication strategy;
- ii. To arrange, minute and manage Project Control Group (PCG) meetings, to bring together consultants and stakeholders to focus on critical scope, programme, budget, risk and technical items;
- iii. Direct project management, in close liaison with City of Joondalup's project manager and the Agency Liaison Committee.
- iv. Procurement, appointment and management of appropriately skilled consultants, through the interface management, risk identification and programming. The project manager shall assist in identifying gaps or deficiencies, and shall help expedite the scoping, tendering, appointment and management of other resources, in line with probity guidelines and procurement processes;
- v. Coordinate communications strategies within City of Joondalup and others, as appropriate;
- vi. Active participation in problem identification and resolution, conflict resolution, establishment of stakeholder relationships in a partnering context, and risk management on an overview basis across all projects.



It is understood that it is likely that there may emerge other pressures or requirements for information by decision makers, which may result in the need to rapidly procure, coordinate and deliver other information in extremely short timeframes. This is an area in which CCG is highly experienced. In addition, CCG has a depth of qualified resources which can be drawn upon at any time.

Key attributes, systems, experience and knowledge which CCG will provide to influence the project outcomes include:

- a) CCG's project coordination resource will focus on the process, to assist in identifying potential gaps. Tasks may include assisting with arranging meetings and preparation of minutes, procurement, contract administration, programming, input in communication material, cost control reporting and risk management.
- b) Interagency communication - the independence of the CCG resource and the networking skills which CCG can bring through associations with other agencies and projects may be of assistance;
- c) Experienced facilitation for risk and value management procedures - a cornerstone of successful, proactive project management for complex and multi-faceted infrastructure delivery projects is a comprehensive risk identification, analysis and management. CCG will assist in identifying and addressing possible risk events, which have potential to

interfere with project delivery objectives, and will help identify the resources required to mitigate against these risks. Value management can be used to interrogate and realign design features with project objectives to optimise the cost effectiveness of solutions.

3.5 Sustainability

Recently the Western Australian government has released a State Sustainability Strategy that aims to establish a framework to guide future development within WA. Sustainability is defined as "Meeting the needs of current and future generations through an integration of environmental protection, social advancement and economic prosperity".

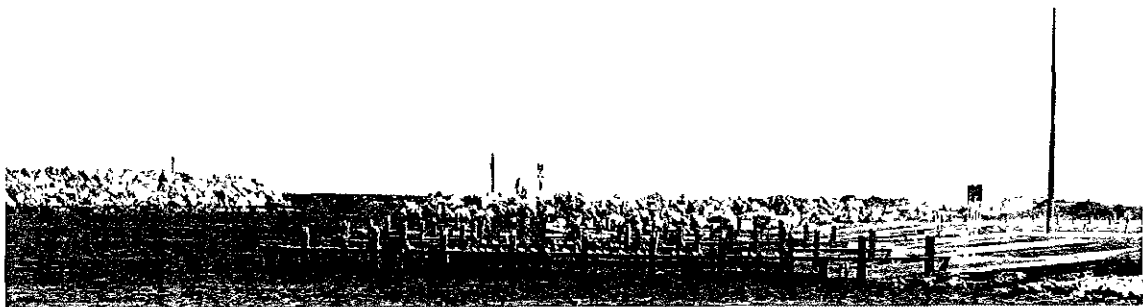
Since City of Joondalup's role is focused on the delivery of best practice development initiatives, CCG recognises it has a responsibility to aim towards initiatives that are conceived, developed and implemented with a focus on sustainability.

As a leading local government agency within Australia, CCG understands that the City of Joondalup has a key role to play in implementing a sustainable approach to its activities to ensure it continues to deliver outstanding projects that build better living communities. CCG will play a key leadership role in ensuring this goal is achieved.

CCG has significant knowledge and experience in implementing sustainable initiatives, having managed numerous land development projects that are underpinned by Triple Bottom Line assessment and reporting. CCG is continually updating and improving their knowledge of industry best practise in this regard and we see it as integral component in the delivery of sustainable community developments.

CCG, will liaise closely with the City of Joondalup to identify and achieve meaningful and sustainable targets within the Ocean Reef Marina project and surrounds. This would include the development of strategies that involve community engagement, regulatory compliance, energy efficiency in building design, renewable energy supply, integrated water cycle management and reuse and recycling of materials.

In all of its projects CCG have clearly demonstrated, by successful delivery, the ability to coordinate stakeholders, identify and manage risk, and produce value for money, triple bottom line solutions. This is evidenced by some of CCG's on-going and award winning projects that have a focus on delivering sustainable outcomes through development.



4.0 PROJECT DELIVERY PROGRAM

4.1 Programme

It is seen as imperative that the discrete elements of the Ocean Reef Marina project are understood and scoped, such that a high-level project plan can be developed and a detailed programme prepared. It will be necessary that the project manager be armed with as much knowledge on the project. Risk identification and management can be employed to identify gaps and resource accordingly to manage the planning and approvals process. Programme and risk reviews would be conducted with the City of Joondalup on appointment, and regularly throughout the project.

Key areas in which CCG feels there may be opportunities to reduce time include:

- Documentation - CCG staff are extremely efficient in their generation of important documentation, due to extensive experience and the effective systems and standard CCG practices. Preparation and documentation review/approval times will be optimised within the Steering Committee structure.
- Tender Process - CCG possesses the capability to cut time from the often lengthy process of tendering. CCG can assist the City of Joondalup in this regard by generating tender documentation quickly and providing recommendation reports in a clear and concise manner. This will enable timely approvals and appointments.
- Sales and Marketing - By identifying development partners early with an effective sales and marketing plan in place, CCG may help the City of Joondalup achieve the projected financial interest in the development in a shorter time frame.

4.2 Summary of Programme

| Phase | Weeks | Months |
|-----------------------------------|----------|----------|
| Stage 1 - Preliminary Feasibility | 16 Weeks | 4 Months |
| Stage 2 - Business Case | 12 Weeks | 3 Months |
| Stage 3 - Public Exhibition | 24 Weeks | 6 Months |
| Stage 4 - Structure Planning | 20 Weeks | 5 Months |

4.3 Conflict of Interest

CCG confirms that it perceives no current conflict of interest with this project.

CCG shall endeavour to advise the Client of any change to the scope of its commissions in this regard.

The services offered in this project proposal is for the appointment of CCG for project management, risk and value management. It does not offer or provide preference to any other service offered by Coffey International.

APPENDIX A - CCG STAFF CURRICULUM VITAE

PETER YEOMANS

Risk and Value Management Facilitator



Career Overview

Peter has over twenty-five years' experience in the construction industry as a project manager, academic and consultant group facilitator. He has a Masters degree by research addressing the requisite skills and attributes of value management facilitation which has grown into expert facilitation of a suite of participative management processes including value management and value engineering, risk management, strategic planning, strategic diagnosis, partnering and issues resolution. He has conducted over two hundred workshops throughout Australia, Singapore, Malaysia, Hong Kong, China and Indonesia and provided formal training to over five hundred construction professionals. He is retained on Panel contracts as a specialist facilitator with government agencies in Western Australia and Hong Kong and has authored and presented papers on risk and value management worldwide.

Qualifications & Affiliations

- BSc (Quantity Surveying)
- MSc (Building Studies)
- Fellow of the Institute of Value Management Australia
- Registered Value Management Facilitator
- Member of the Hong Kong Institute of Value Management
- Member of the Australian Institute of Project Management
- Member of the Australian Institute of Management

Selected Project Experience

- Supreme Court of Western Australia
- University of WA Business School
- Chemistry Centre WA
- Stirling-Harvey Dam and Pipeline Redevelopment, WA
- Beenyup Waste Water Treatment Plant, WA
- Geraldton Waste Water Treatment Plant, WA
- Broome Town Water Supply, WA
- Waroona Dam Remedial Works, WA
- Proposed South West Metropolitan Railway, WA
- Fremantle Rockingham Industrial Area Redevelopment
- Exmouth Marina, WA
- Midland Workshops Site Remediation
- Power Station Redevelopment, Perth WA
- Great Southern Police Complex, WA
- Lei Muk Shue Housing Estate, Hong Kong
- Kai Tak Airport site redevelopment
- Kuala Lumpur Exhibition Centre, Kuala Lumpur
- Prison Complex Hei Ling Chau, Hong Kong
- Prototype School Modelling, Hong Kong
- Condominium Development, Kuala Lumpur
- Tasmanian Salmon Fishing Industry Strategic Plan
- Jervoise Bay Heavy Industry Infrastructure, WA
- Desalination Plant Burrup Peninsular
- Proposed William Street Railway Station, Perth WA
- South Beach Village Development, Fremantle, WA
- Roe Highway Stage 6, Perth WA
- Kwinana International Motorplex
- WA Centre for Oral Health

Professional Expertise

- Project Management of multi-disciplined design and construction teams.
- Client and Stakeholder management.
- Facilitation of a range of participative management processes including Value Management/Engineering, Risk Management, Partnering, Strategic Inquiry, Strategic Planning, Project Evaluation, Post-Completion Review, Issues Resolution and Community Consultation
- Accredited Value Management trainer.
- Registered Value Management Facilitator.
- Occasional lecturer and research supervisor in undergraduate and post-graduate programs at two Perth universities
- "A" List International Facilitator for the Environment, Transport and Works Bureau, Hong Kong

COREY VERWEY

Senior Project Manager



Career Overview

Corey holds a bachelors degree in Town and Regional Planning. His development experience is focused on residential markets, retail centers and tourism industry. He managed a number of planning and implementation programs for strategic infill and greenfields housing initiatives and was project planner for a number of regional centers and tourism initiatives in South Africa.

Corey has a strong urban design focus and managed a number of strategic regeneration programs and housing developments in Australia. His project management skills are focused on achieving triple bottom line development outcomes for multi disciplinary projects. Corey has a proven track record in facilitating development partnership and built form outcomes. His planning and design experience for major development projects makes him an asset for any project team.

Qualifications & Affiliations

- B.Art et Scien (Town & Regional Planning), University of Potchefstroom (South Africa)

Selected Project Experience

- Project manager for southern beachfront development - Port Elizabeth, South Africa
- Chairman of Port Elizabeth (South Africa) Residential Infill Development program
- Project Planner for Valuemart Regional Shopping Centre (GFA = 37,000m²) - Port Elizabeth, South Africa
- Project Planner for Sun International's Boardwalk Casino Resort - Port Elizabeth, South Africa
- Project Manager for Wollongong City Centre Revitalisation Strategy - Australia
- Project Planner for Cricket Australia Centre of Excellence - Brisbane, Australia
- Urban Designer for numerous housing estates (Collingwood Terraces, On the Beach and Glen Eden estates) - Queensland, Australia

Professional Expertise

- Project coordination/ Management (Planning and design)
- Town and Regional Planner
- Urban Design and Master Planning
- Community consultation and facilitation

PHILIP BINET

Project Administrator



Career Overview

Philip has been working as a graduate architect for the last five years since completing his Bachelor of Architecture at the University of Western Australia in 2000. Given this architectural background, Philip has a sound knowledge of building construction and architectural design, as well as contract administration and documentation.

Philip has worked on a wide variety of commercial jobs and has been heavily involved in managing and coordinating the renovation and construction of fast food restaurants for the last two years. He has also worked on a range of different projects for the Department of Housing and Works and the Department of Justice.

Qualifications & Affiliations

- Bachelor of Environmental Design, University of Western Australia
- Bachelor of Architecture, University of Western Australia

Selected Project Experience

- Association of the Blind Site Redevelopment
- Mental Health Development
- Fitout for the Crime and Corruption Commission
- Fitout for the Parliamentary Inspectors Office
- Renovation of Cottages at Longreach, Fays Bay and Geordie Bay, Rottne
- Hungry Jacks Restaurant, Mundaring
- KFC and Hungry Jacks Restaurant, Karrinyup

Professional Experience in Support Role

- Contract Administration
- Project Programming and Scheduling
- Contract Documentation
- Consultant Appointment
- Progress Reporting
- Financial Management of Projects
- Computer Software Knowledge

APPENDIX B - CCG CAPABILITY STATEMENT

APPENDIX C - MEDIA / ASX RELEASE

COFFEY TO PROCEED WITH FARSANDS TAKEOVER

8 September 2005

Coffey International Limited ("Coffey") today announced that it has waived all defeating conditions on its takeover offer for the shares in Farsands Solutions Limited ("Farsands")

"This takeover creates a new division in project management and complements our presence in the Middle East," said Coffey Managing Director Roger Olds. "This is a strategic fit that is incredibly complementary in relation to our clients and the skill sets within our organisations."

"The further diversification of our business enhances the sustainability of Coffey's growth and will produce positive earnings per share for Coffey," he said.

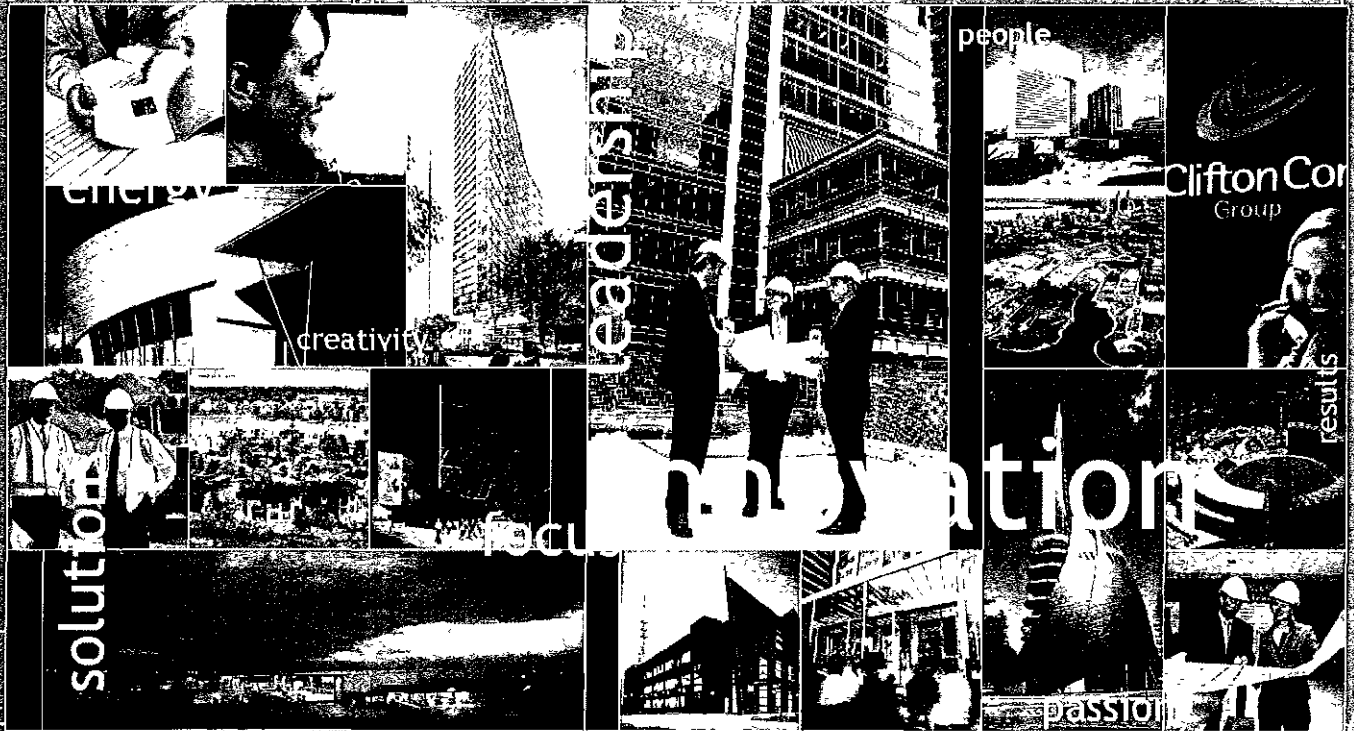
Coffey now holds acceptances for 83% of the Farsands shares. If Coffey receives acceptances representing 90% of Farsands shares by the closing date of the offer, currently 16 September, Coffey will proceed to compulsorily acquire the remaining Farsands shares.

Following the close of the offer, Coffey intends to delist Farsands from the ASX.

Coffey has made a separate offer for Farsands options. In order to provide option holders more time to consider the latest developments relating to the share offer, Coffey has announced that it will extend the closing date of the option offer to 30 September. Coffey intends to waive all conditions of the options offer, except the 90% minimum acceptance condition. Coffey now holds acceptances for 53% of Farsands options.

The required notices have been lodged today with ASIC. Information has also been lodged on the ASX announcements platform.

Clifton Coney Group



A member of Farsands Solutions Limited



Clifton Coney
Group

redefining project management

Capability Statement

AUSTRALIA

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CONTACT US

Growth goes hand-in-hand with success and CCG now has 11 offices around the world providing exceptional specialist project management services.



ABOUT CLIFTON CONEY GROUP - 2

Discover a project management company whose people pour innovation, creativity and passion into their partnerships to create solutions.



OUR PEOPLE - 4

CCG scours the world for the best people, handpicking passionate, driven employees with initiative and hands-on experience in project management.



OUR SERVICES - 5

CCG is Australia's largest and most successful project and development management specialist. In addition, CCG provides facilities management, risk management and value management consultancy, and contracts adjudication services.



- Project Management - 6
- Risk Management - 8
- Value Management - 9
- Contracts Adjudication - 10



QUALITY ASSURANCE - 11

Certified under ISO 9001:2000, CCG's systems and procedures are first class. Take a deep breath - your project is in the hands of professionals.



OUR CLIENTS - 12

CCG works in both the public and private sector, and is proud to be associated with some of the largest and most successful companies in Australia and overseas.



OUR PROJECTS - 14

Hospitals, shopping centres, universities and schools, corporate towers, revitalised urban centres, transit-oriented developments - CCG has left its mark on them all.

Never content
to settle for
"good enough",
the Clifton
Coney Group
strives for
distinction
with every new
project.

Why Project Management?

Look around you at some of the best examples of built form and urban renewal. Think hospitals, shopping centres, schools, commercial and residential towers, transit infrastructure, sports stadia, revitalised urban centres.

What do all of these projects have in common? How did the developers minimise their risk and complete their projects on time and on budget?

The answer: a project manager.

Professional project management has become an industry staple. Smart developers know projects do not simply happen. They require energetic, decisive leaders.

And developers who demand results insist on the CLIFTON CONEY GROUP.

The Clifton Coney Group

The Clifton Coney Group (CCG) is Australia's largest and most successful project management specialist.

The company's drive to be the best is setting the global standard in project management and garnering attention from impressed clients around the world. In five short years, CCG's phenomenal growth and remarkable success speaks for itself.

With 11 offices throughout Australia, New Zealand, South Africa, Vietnam and the United Arab Emirates, CCG has firmly established itself as a leader in Australia and one of the world's pre-eminent project management companies.

This geographical spread underscores an extensive network of clients, contractors and consultants, and an in-depth knowledge of local markets.

CCG has extensive experience in managing major Government, institutional, commercial, retail, residential, transportation infrastructure and urban redevelopment projects.

CCG Offices

Australia

Sydney > Melbourne >
Brisbane > Perth > Adelaide >
Darwin > Canberra

New Zealand

Auckland

Vietnam

Ho Chi Minh City

South Africa

Durban

United Arab Emirates

Dubai



Clifton Coney Group Pty Ltd

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Subiaco WA 6008

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perth@cliftonconey.com
www.cliftonconey.com

COMPANY

CliftonConey

redefining project management

Background

The Clifton Coney Group (CCG) was established in April 2000 as a national project management group. It has offices in Perth (Western Australia), Adelaide (South Australia), Brisbane (Queensland), Melbourne (Victoria), Sydney (New South Wales), Canberra (Australian Capital Territory) and Darwin (Northern Territory).

In 2003, the Group launched an overseas office in Dubai (Middle East) as part of a strategic initiative to investigate opportunities and compete in foreign markets.

The following year, CCG established offices in Auckland (New Zealand) and Ho Chi Minh City (Vietnam).

The company continues to forge ahead on its active growth strategy in 2005 with the recent commencement of operations in Durban, South Africa.

What is Farsands Solutions Limited?

CCG is a wholly-owned subsidiary of Farsands Solutions Limited - a publicly-owned risk management solutions company.

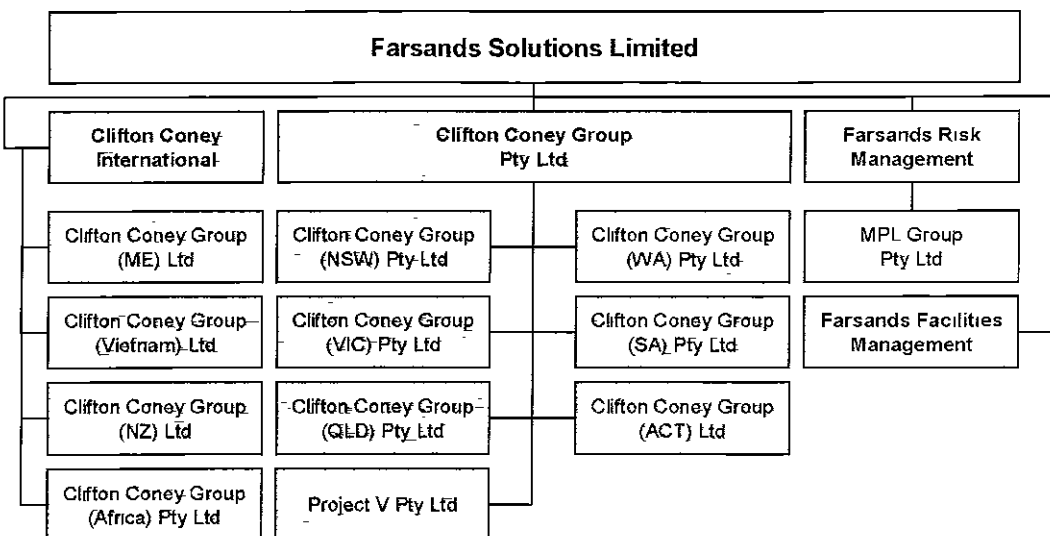
Farsands Solutions Limited listed on the Australian Stock Exchange in November 2003.

Immediately after listing it acquired MPL, a well-established health, safety and environmental consultancy with its own NATA approved laboratory.

In June 2004, Farsands Solutions Limited acquired the Clifton Coney Group Pty Ltd.

For more information about Farsands Solutions Limited visit www.farsands.com.au

Clifton Coney Group is a member of Farsands Solutions Limited a complementary group of risk solutions companies.



CCG scours the world for the best people, handpicking passionate, driven employees with initiative and hands-on experience in project management.



Our People

A long list of prestigious clients and an impressive track record of successful projects is worth little without the people who make things happen.

The Clifton Coney Group is a project and development management company. We sell a service not a product. And the quality of that service hinges on the people who deliver it.

CCG scours the world for the best people, handpicking passionate, driven employees with initiative and hands-on experience in project management.

In addition, our staff bring a suite of skills and knowledge to the table gained from working in complementary fields such as engineering, business, construction, property, architecture and town planning.

This industry is about results. We know it. Our clients know it. But we understand it's not only WHAT we deliver, it's HOW we deliver it which makes clients return to CCG.

Trust and reliability are non-negotiable aspects of any working relationship between project manager and client. And these are the foundations on which CCG builds every project.

In our hands, proactive management becomes leadership. We don't simply "get the job done". We aim to innovate, enhance, lead and excel in everything we do.

Harness the energy, initiative and passion of the Clifton Coney Group and take a deep breath - your project is in the hands of professionals.

Directors

Our directors are well-known within the project management industry. They bring to the company a vast collective knowledge and successful individual track records in managing complex assignments.

As a group, they're tasked with upholding CCG's service and delivery standards as well as providing access to an extensive professional and expert resource pool.

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Our Service Philosophy

Every organisation has its core business - architects, contractors, engineers, surveyors are all experts in their fields.

Similarly, project managers exist to coordinate resources, streamline and manage the myriad details and stages of a project's evolution, so clients can focus on their own core business with peace of mind in the knowledge that their objectives will be met.

Clients of the Clifton Coney Group who consistently place their trust and confidence in our ability to make things happen are rewarded with innovative, focused, results-driven service.

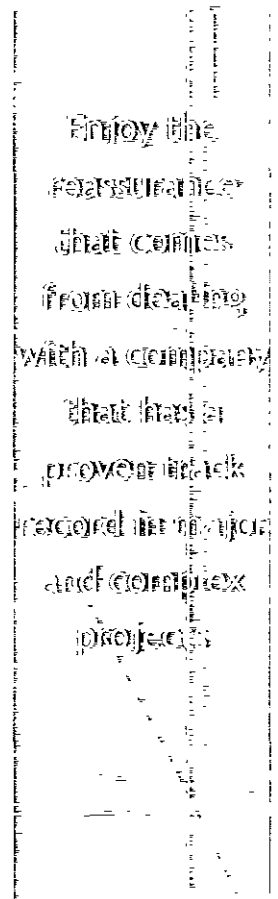
Understanding our clients' needs; capturing a project's minutiae and drawing them into one cohesive, flexible plan for on-time and on-budget delivery is our core business.

Enjoy the reassurance that comes from dealing with a company that has a proven track record in major and complex projects and industry-leading expertise in project management systems and technologies.

Industry Sectors

Drawing from a pool of talent offering the full gamut of professional skills on a project by project basis, CCG is superbly resourced to provide specialist project expertise in the following areas:

- Retail
- Residential
- Retirement & Aged Care Accommodation
- Industrial
- Transport - Rail, Road, Air, Marine
- Logistics Coordination
- Commercial
- Stadia / Sports and Recreation
- Cinemas
- Hospitality / Hotels / Restaurants / Tourism
- Health
- Education - Schools & Universities
- Training - TAFE
- IT Services
- Justice - Courts & Prisons
- Government Institutional Buildings
- Local Government
- Urban Renewal
- Environmental (Contaminated Sites)
- Land Development / Subdivisions



Leave your
project in the
hands of our
dedicated
professionals
and be
impressed.

Project Management

Since its inception, project management has been the Clifton Coney Group's core specialised service. That holds true today.

CCG's detailed project management, coordination and reporting systems are guided by a robust master plan and an in-depth understanding of project constraints and opportunities.

Efficient planning and approval processes, and the direct involvement of senior project managers and directors are just two of the factors that ensure intensive stakeholder consultation and feedback during implementation.

Couple this distinctive teamwork approach with CCG's ability to act independently of all design and development activities and our clients enjoy the best of all possible project outcomes. Leave your project in the hands of our dedicated professionals and be impressed.

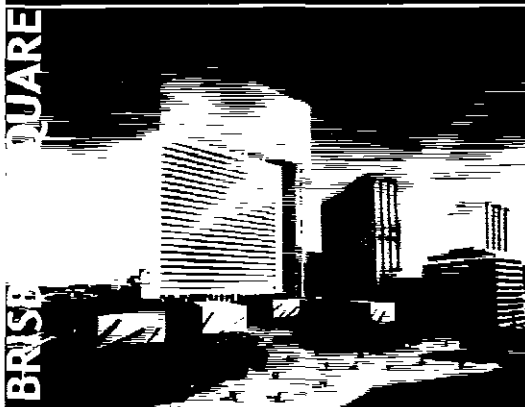
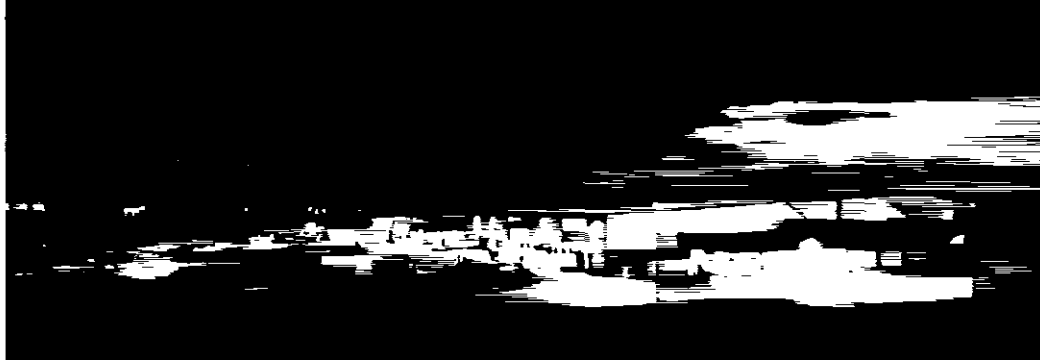
Project and Property Services

CCG performs countless functions within the project and development management discipline. The following list demonstrates CCG's breadth of expertise.

Project Services

- Project management plan preparation
- Project study leadership
- Master planning and concept analysis
- Facilitation of project planning workshops
- Consultant team selection and engagement
- Project brief development and needs analysis
- Design management

WOOLWORTHS DISTRIBUTION CENTRE



Clifton Coney Group Pty Ltd

Level 1, 50 Subiaco Square
Subiaco WA 6008

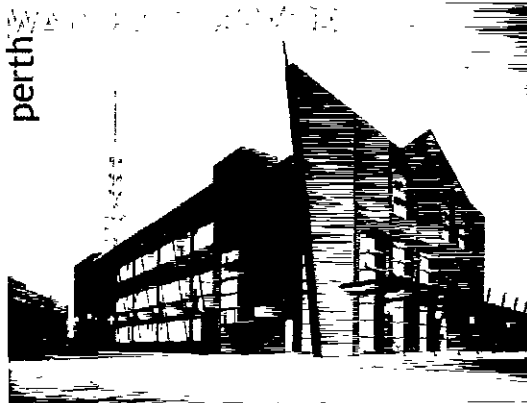
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PROJECT MANAGEMENT

Clifton Coney

redefining project management



From brief development and master planning to contract administration and community consultation, Clifton Coney can help you with every aspect of your project.

- Quality assurance and project management procedures
- Contractor selection and appointment
- Tendering procedures and protocols
- Procurement controls and contracts
- Mediation, negotiation and problem-solving
- Contract administration
- Coordination of project activities
- Authority compliance and approvals coordination
- Project monitoring and auditing
- Cost control
- Project commissioning and handover
- Program management (multiple projects)
- Time planning

Property Services

- Feasibility study analysis
- Development planning, programming and management
- Site acquisition management
- Buildability review and staging analysis
- Building condition reports
- Co-ordination of market research
- Complete bid management
- Land release and marketing coordination
- Leasing, sales and tenancy fit-out coordination
- Community consultation coordination
- Coordination of post occupancy evaluation

CCG has undertaken more than 200 risk management workshops across a large range of project types throughout Australia and East Asia.

Risk Management

CCG subscribes to the view that a managed risk culture is a key ingredient to project success. Adopting the guiding principles laid down in Australian Standard 4369, CCG brings to clients and their projects a structured and timely mechanism for the management of project risks.

Historically, we've responded reactively to managing uncertainty, due to our inability to predict the future. Risk management is a proactive response to an uncertain future and attempts to foreshadow events that may have a detrimental outcome on the project.

Risk management is concerned with the identification, analysis and evaluation of risks and the mapping of strategies to eliminate or reduce their occurrence or impact.

CCG provides a unique risk management service either as part of a broader project management service or as a

stand-alone service, bringing both risk management facilitation expertise and a wealth of project experience to the risk environment.

CCG has undertaken more than 200 risk management workshops across a large range of project types in both the public and private sectors throughout Australia and East Asia. Projects range from asset disposal to major infrastructure failure and school construction to gas rig construction logistics.

In addition to risk management, CCG provides participative management process facilitation in the areas of value management, value engineering, partnering, strategic diagnosis and strategic planning.

For more information visit
www.cliftonconey.com

Alternatively, contact
CCG's risk management expert
Peter Yeomans on (08) 6380 9000 or
email: pyeomans@cliftonconey.com



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VALUE MANAGEMENT

CliftonConey

redefining project management

What is Value Management?

The Clifton Coney Group is an industry leader in the provision of value management (VM) expertise. VM is a structured and robust mechanism for delivering value-for-money outcomes in the project environment and its status as a smart project management tool is enshrined in Australian Standard 4183.

VM engineers the balance between cost and performance requirements rather than focusing on cost reduction per se.

Traditionally, VM has been used to seek and destroy unnecessary project costs while maintaining quality and performance expectations. In short, it was used to maximise "bang for the buck".

The process is now used as a preventative tool; a strategic initiative to clearly define performance requirements and project objectives. In other words, to ensure the right problem is being solved and to "get it right first time".

In addition to financial outcomes, VM delivers improved communication, stakeholder buy-in, improved time performance and risk management.

CCG offers clients access to unique VM expertise with professionally qualified and registered VM facilitator leadership bolstered by a wealth of project expertise throughout the organisation.

CCG has undertaken more than 300 VM workshops across all building and engineering construction forms in both the public and private sectors throughout Australia and East Asia. Projects range from skateboard facilities and prisons to major infrastructure projects including railways, dams, wastewater treatment plants and urban renewal.

For more information visit www.cliftonconey.com

Alternatively, contact CCG's value management expert Peter Yeomans on (08) 6380 9000 or email: pyeomans@cliftonconey.com

VM is a structured and robust mechanism for delivering value-for-money outcomes in the project environment.



CCG's
registered
adjudicator can
provide a fast
legally-binding
decision over
a monetary
dispute
within the
construction
industry.



Contracts Adjudication

The WA Government's recent introduction of the *Construction Contracts Act 2004* brought with it adjudication - a fast and cheap mechanism for resolving monetary disputes within the construction industry.

Already used to great effect in other Australian states and countries around the world, adjudication will become commonly used in Western Australia.

The Clifton Coney Group provides two adjudication services:

Registered Adjudicator

CCG Senior Project Manager, John Fisher, is a qualified mediator and registered adjudicator.

He can provide a fast legally-binding decision over a monetary dispute within the construction industry which can be enforced through the courts.

Adjudication Training

The Clifton Coney Group and lawyers Minter Ellison have joined forces to develop a comprehensive one and two-day adjudication training course.

The one-day Foundation Module is essential for all managers in the WA construction industry who want to gain a better understanding of the new legislation.

The Adjudicator Module builds on the first day and is designed for those wishing to become a registered adjudicator. The two-day course is approved by the Registrar at the Department of Housing and Works and is a prerequisite to practice as an adjudicator in WA.

☎ For more information contact John Fisher in CCG's Perth office on (08) 6380 9000 or email: jfisher@cliftonconey.com

⌘ Download a training application form from www.cliftonconey.com

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Quality
Endorsed
Company

CERTIFICATE OF REGISTRATION

Clifton Coney Group (WA) Pty Ltd

Level 1 50 Subiaco Square, SUBIACO, WA, 6008, Australia

complies with the requirements of

AS/NZS ISO 9001:2000

Quality management systems - Requirements

for the following capability

The registration covers the Quality Management System for the management of projects from inception to ultimate completion. This includes all aspects of feasibility assessments, design, documentation, contractual arrangements, and certification of work for payment and of completion on behalf of the proprietor.

Registered by:

SAI Global Certification Services Pty Ltd (ACN 108 716 669) 286 Sussex Street Sydney NSW 2000 Australia with SAI Global Limited ("SAI Global") and subject to the SAI Global Terms and Conditions for Certification. While all due care and skill was exercised in carrying out this assessment, SAI Global accepts responsibility only for proven negligence. This certificate remains the property of SAI Global and must be returned to SAI Global upon its request

Certificate No: QEC10726
Issue Date: 7 December 2004

Certified Date: 25 January 2001
Expiry Date: 1 October 2007

Alex Ezrakhovich
General Manager Certification
for and on behalf of
SAI Global

Authorised Local Signatory, SAI Global



SAI GLOBAL



standards
assurance
innovation

JAS-ANZ



SAI Global is Accredited by
the Joint Accreditation System
of Australia and New Zealand
Acc No: 61750892AS

CCG's
"professional
approach and
timeliness
of output
ensures I would
recommend
the CCG team
to any land
development
company. It has
been a pleasure
working with
CCG at all
levels."

- Roger Coulson,
Starline CEO

Our Clients

Clients of the Clifton Coney Group are a prestigious, discerning group. Service and reliability are of paramount importance to them.

As a result they place their multi-million dollar projects in the hands of CCG, safe in the knowledge that promises will be met and their project will be delivered on time and on budget - no excuses.

CCG is proud to be associated with some of the largest and most successful companies in Australia and overseas. The following list is a snapshot of CCG's extensive list of return clientele.

Government Clients

- Dept. of Education & Training (WA)
- Dept. of Housing & Works (WA)
- Dept. for Planning & Infrastructure (WA & NT)
- Dept. for Culture & the Arts (WA)
- Water Corporation (WA)
- Landcorp (WA)
- Dept. of Justice (WA)
- Public Transport Authority (WA)
- Subiaco Redevelopment Authority
- East Perth Redevelopment Authority
- Midland Redevelopment Authority
- Australian Broadcasting Authority
- Telstra
- WA Police Service
- South Australian Tourism Commission
- WA Tourism Commission
- Hong Kong Housing Authority



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Private Sector Clients

Retail, Hotels & Entertainment

- Hoyts Cinemas
- Target Australia Pty Ltd
- Woolworths Limited
- Bunnings Property Management
- Coles Myer Limited
- Foodland Associated Limited
- The Gandel Group
- Reading Entertainment
- Officeworks Superstores Pty Ltd
- Hilton Hotels
- Westfield Group

Developers

- Peninsular Developments
- Stockland Trust Group
- Stadium Management Ltd
- Trafalgar Properties Limited
- Quadrant Properties
- Centro Properties Ltd
- Australand (Walker Corporation)
- Mirvac
- President Place Saigon JV Company (Vietnam)

Finance, Investment & Corporate

- Macquarie Bank
- National Australia Bank
- St George Bank
- Swiss Re Australia Ltd
- Westpac Banking Corporation
- RAMS Home Loans
- AMP Capital Investors
- BankWest
- Corrs Chambers Westgarth
- RAC (WA)

- ANZ Property Group - Funds Management
- Colonial First State
- Blake Dawson Waldron
- ING
- NRMA
- Queensland Investment Corporation
- HSBC

Transport

- Sydney Airport Corporation
- Adelaide Airport Limited
- Westralia Airports Corporation
- Qantas Airways Limited
- Air New Zealand
- Mitsubishi
- Parramatta Rail Link

Education

- Presbyterian Ladies College
- Carey Baptist Grammar School
- Edith Cowan University
- Curtin University of Technology
- University of Western Australia
- TAFE (WA)

Health & Not For Profit

- Zest Health
- Silver Chain Nursing Association
- St John of God Health Care
- Anglican Homes
- Association for the Blind of WA
- Victoria My Healthcare (Vietnam)

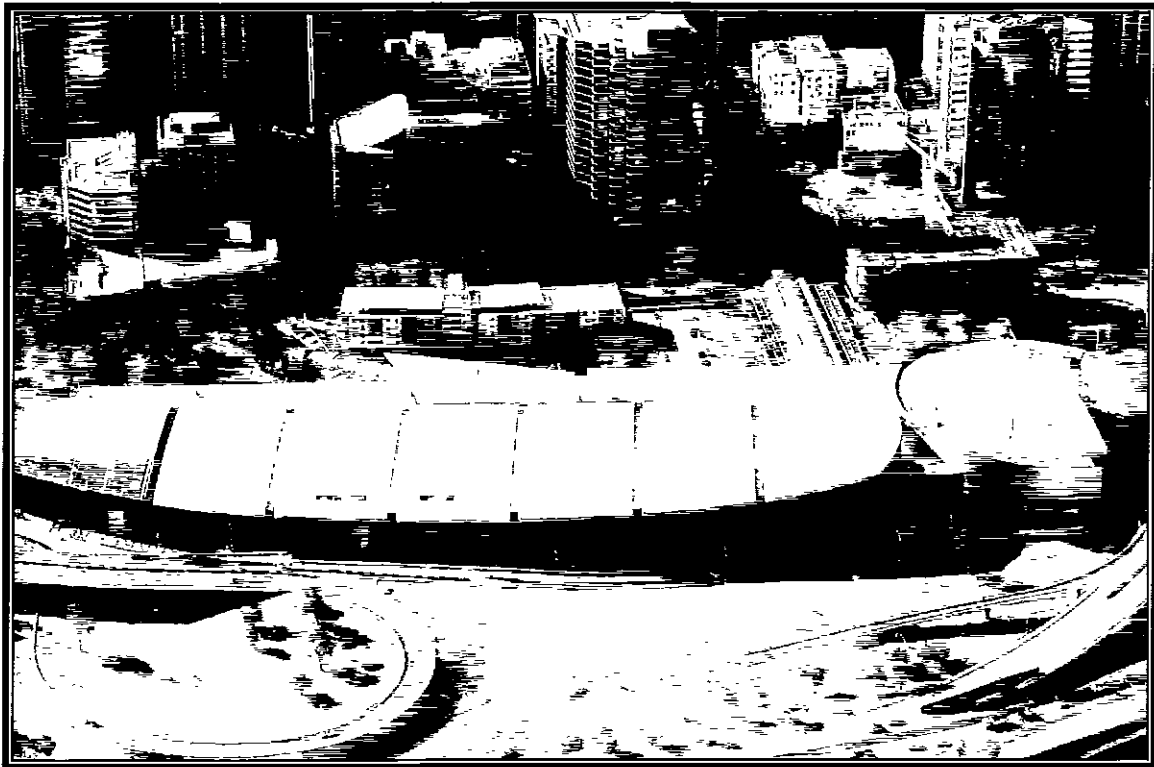
Other

- Ausdoc Information Management
- Australian Wheat Board
- Goodman Hardie Industrial Management
- FICO Real Estate Company (Vietnam)

We are a relatively new client of CCC but during the time they have been involved, they have been most helpful and with their conclusions, projections and ability to deliver.

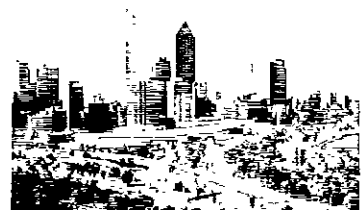
PERTH CONVENTION AND EXHIBITION CENTRE

Perth, Western Australia



PERTH CONVENTION AND EXHIBITION CENTRE

| | |
|----------------------|---|
| SECTOR : | TOURISM. |
| WORK SCOPE OVERALL : | CONVENTION AND EXHIBITION CENTRE, WHICH INCLUDES: 6 EXHIBITION HALLS, A 2500 SEAT THEATRE, FUNCTION & BALL ROOMS, A HOTEL AND AN OFFICE BUILDING. |
| SERVICES PROVIDED : | AS STATE CONTRACT MANAGER'S REPRESENTATIVE, THE CLIFTON CONEY GROUP (CCG) OVERSEES THE DESIGN DEVELOPMENT PROCESS TO ENSURE THE DEVELOPER INCORPORATES THE FEATURES REQUIRED UNDER THE BRIEF AND OFFERED UNDER ITS PROPOSAL. DURING THE CONSTRUCTION PHASE OF THE PROJECT, CCG ENSURE THAT FACILITIES BUILT ARE 'FIT FOR PURPOSE' AND OF A QUALITY SUCH TO ALLOW THE OPERATOR THE OPPORTUNITY TO BE SUCCESSFUL IN ATTRACTING AND RETAINING CONVENTION AND EXHIBITION BUSINESS |
| PERIOD : | 1998 - 2004 |
| APPROXIMATE VALUE : | \$350,000,000 |



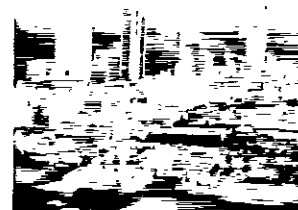
EAST PERTH REDEVELOPMENT

Perth, Western Australia



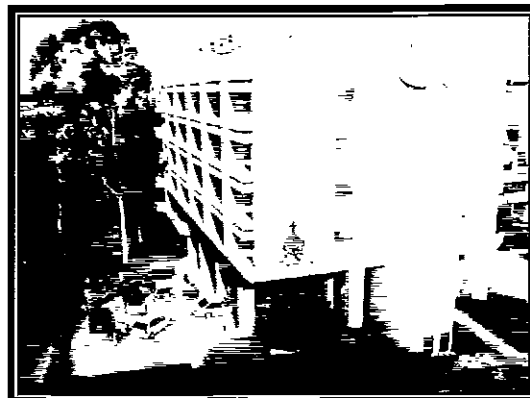
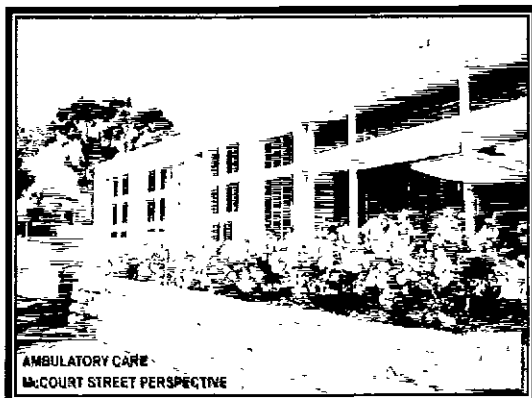
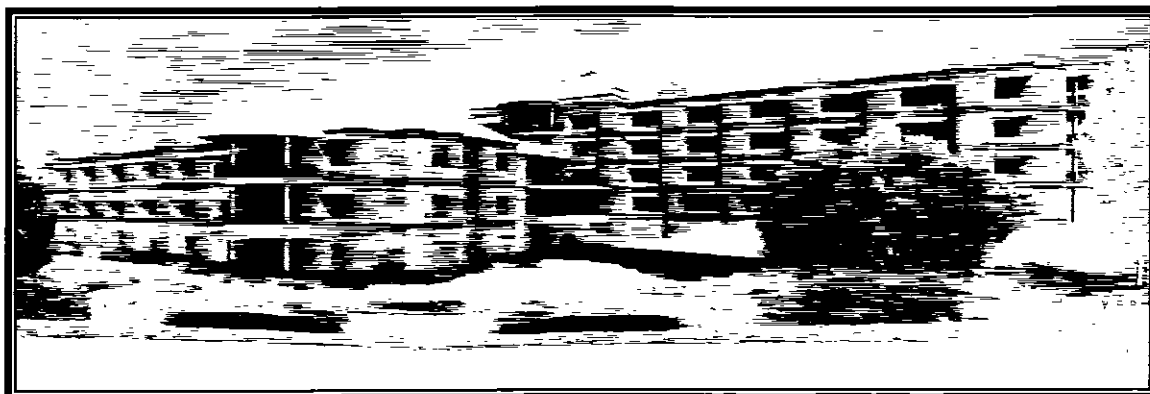
EAST PERTH REDEVELOPMENT

| | |
|----------------------|---|
| SECTOR : | REDEVELOPMENT. |
| WORK SCOPE OVERALL : | MAIN ROADS UPGRADE AND REALIGNMENT, MAJOR SERVICES UPGRADES, ENVIRONMENTAL REMEDIATION, INLET DREDGING/ MARINE WORKS AND ASSOCIATED EDGE TREATMENTS AND JETTIES, SUBDIVISION WORKS, LANDSCAPING AND PARKLAND. |
| SERVICES PROVIDED : | PROJECT MANAGEMENT PROCEDURES / SYSTEMS, PROJECT MANAGEMENT OF AROUND 80% OF TOTAL PROJECT VALUE TO DATE, CONTRACT ADMINISTRATION. |
| PERIOD : | 1990 - ONGOING (MAJOR INFRASTRUCTURE COMPLETED 1995). |
| APPROXIMATE VALUE : | \$80 MILLION. |



ST JOHN OF GOD HEALTH CARE

Subiaco and Murdoch, Western Australia

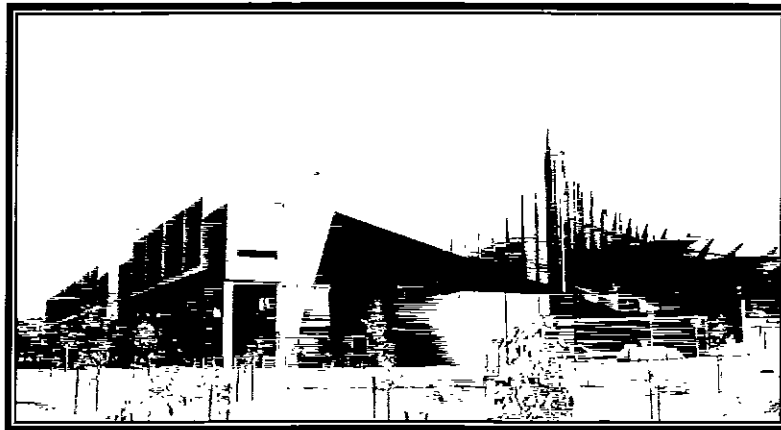
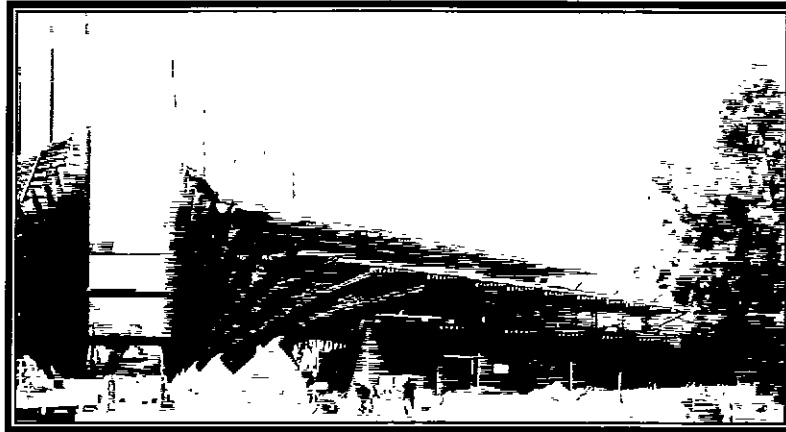


ST JOHN OF GOD HEALTH CARE - MURDOCH & SUBIACO HOSPITAL REDEVELOPMENT

| | |
|----------------------|--|
| SECTOR : | HEALTH AND AGED CARE. |
| WORK SCOPE OVERALL : | FEASIBILITY STUDY TO FULLY EXAMINE IMPACT AND COSTS OF PROPOSED REDEVELOPMENTS ON ONGOING OPERATIONS (STAGING REQUIREMENTS) AND IN SUPPORT OF BUSINESS CASE DEVELOPMENT. |
| SUBIACO | MULTI-DECKED, 640 BAY CARPARK, 3 STOREY ADDITIONS TO AMBULATORY USE AND OPERATING THEATRES, CANCER CARE FACILITIES AND FULL REFURBISHMENT OF EXISTING BUILDINGS AND FACILITIES INCLUDING SERVICE UPGRADES FOR CODE AND LICENSING REQUIREMENTS, NEW CHAPEL AND UPGRADED MAIN ENTRY. |
| MURDOCH | NEW 70 BED OBSTETRICS AND GENERAL WARD EXTENSIONS, EXTENSIONS TO EMERGENCY DEPARTMENT, OPERATING THEATRE SUITE, GENERAL UPGRADE AND REFURBISHMENT OF OTHER AREAS INCLUDING SERVICES UPGRADE TO CODE AND LICENSING REQUIREMENTS) AND EXPANDED ONGROUND PARKING. |
| SERVICES PROVIDED : | FULL PROJECT DIRECTORATE AND PROJECT MANAGEMENT SERVICES THROUGH FEASIBILITY, BRIEF DEVELOPMENT, DESIGN AND DOCUMENTATION, STAGED CONSTRUCTION AND HANDOVER, INCLUDING OPERATIONAL COMMISSIONING AND POST OCCUPANCY EVALUATION. |
| PERIOD : | 2002 - 2007. |
| APPROXIMATE VALUE : | \$104 MILLION. |



EDITH COWAN UNIVERSITY CAMPUS WEST - STAGE 1 Joondalup, Western Australia



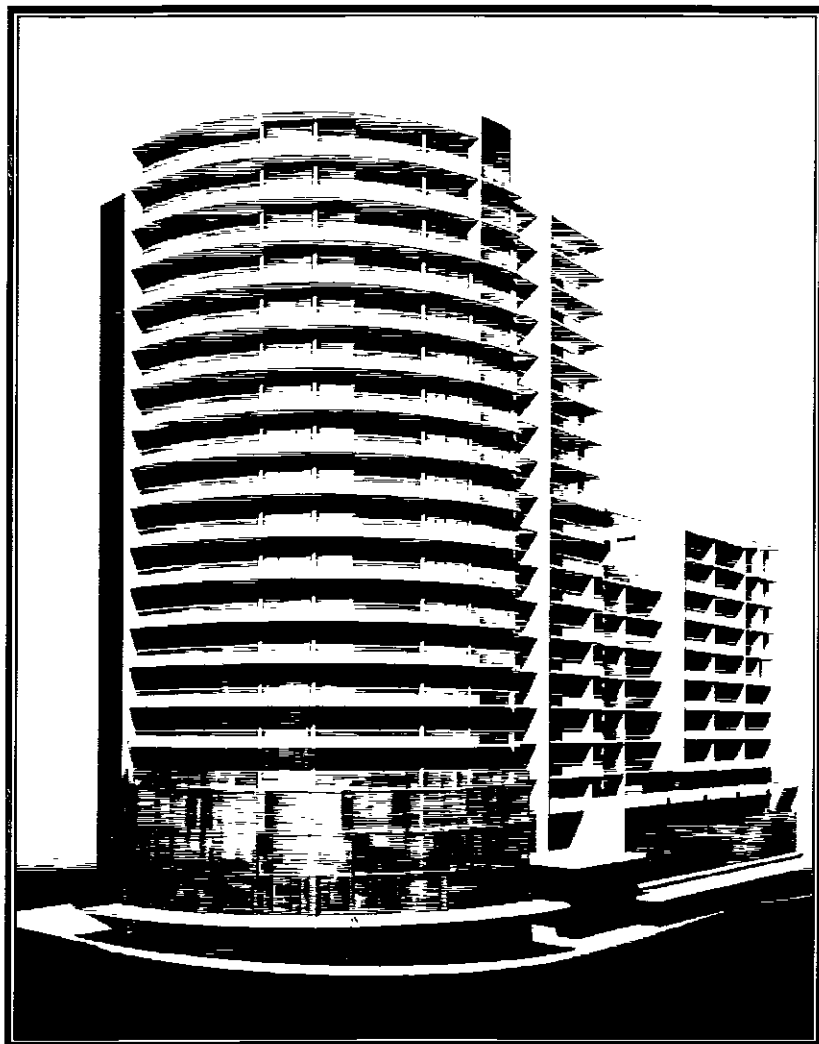
EDITH COWAN UNIVERSITY CAMPUS WEST - STAGE 1 - ADMINISTRATION CENTRE

| | |
|-----------------------------|--|
| SECTOR : | EDUCATION. |
| WORK SCOPE OVERALL : | <p>SITE ESTABLISHMENT AND CONSTRUCTION OF KEYNOTE BUILDINGS FOR UNIVERSITY ADMINISTRATION AND CHANCELLERY AND ACADEMIC (BUSINESS & PUBLIC ADMINISTRATION) FACILITIES. (TOTAL 9800 SQM). BASEMENT CARPARK, PODIUM AND LANDSCAPED CEREMONIAL SQUARE AND:</p> <ul style="list-style-type: none">- 2 X 3 STOREY UNIVERSITY CHANCELLERY BUILDINGS- 2 X 4 STOREY ACADEMIC BUILDINGS- COLONNADE ENTRY STATEMENT TO CAMPUS PEDESTRIAN SPINE. |
| SERVICES PROVIDED : | <p>STRATEGIC ADVICE AND ASSISTANCE WITH DISPUTE RESOLUTION OF A SUBSTANTIAL TIME AND COST OVERRUN ON CONSTRUCTION AND CONSULTANCY CONTRACTS.</p> <p>INDEPENDENT CHAIR OF STEERING COMMITTEE AND CONSTRUCTION SITE MEETINGS.</p> |
| PERIOD : | 2001 - 2003. |
| APPROXIMATE VALUE : | \$51 MILLION. |



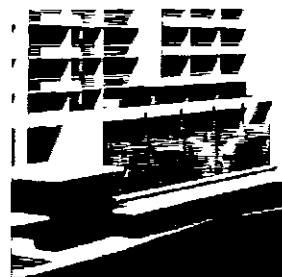
STOCKLAND 'ABODE' RESIDENTIAL

North Sydney, New South Wales



STOCKLAND 'ABODE' RESIDENTIAL

| | |
|----------------------|---|
| PROJECT TYPE : | RESIDENTIAL HIGH RISE BLOCK |
| WORK SCOPE OVERALL : | DEMOLITION OF EXISTING BUILDING, EXCAVATE BASEMENT AND REBUILD 18 STOREY RESIDENTIAL TOWER. |
| SERVICES PROVIDED : | PROJECT MANAGEMENT FOR THE DESIGN PHASE. SCOPE INCLUDES |
| PERIOD : | 2002 - CURRENT |
| APPROXIMATE VALUE : | \$50 MILLION |



PARK HYATT SYDNEY

Sydney, New South Wales



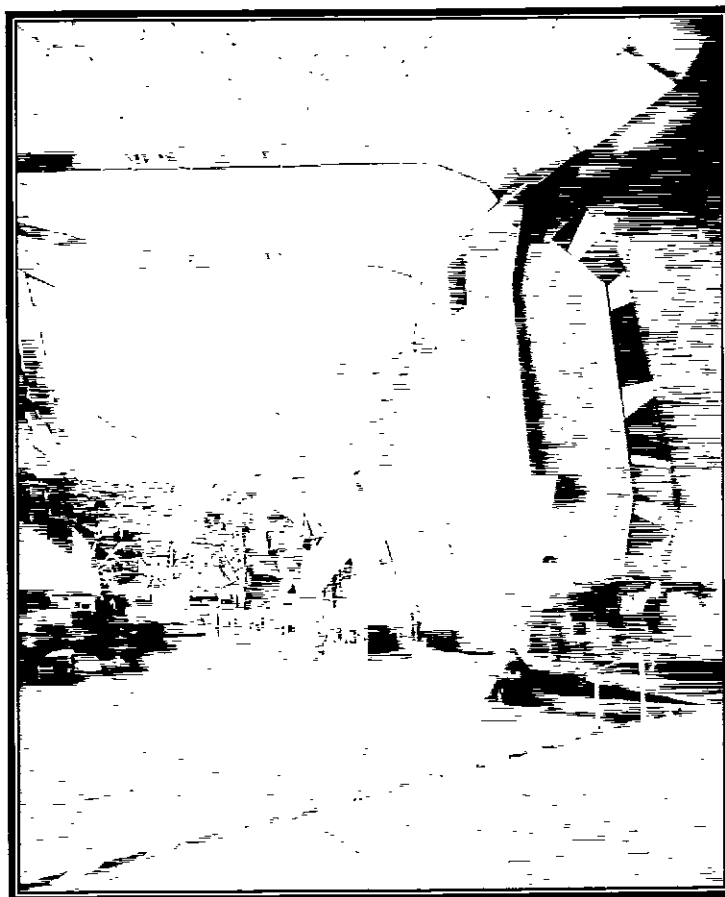
PARK HYATT SYDNEY

| | |
|----------------------------|---|
| PROJECT TYPE: | HOTEL REFURBISHMENT PROJECT |
| WORK SCOPE OVERALL: | REFURBISHMENT OF GUESTROOMS, SUITES AND LOBBY AREAS |
| SERVICES PROVIDED: | PROJECT MANAGEMENT AND FR&E PROCUREMENT. |
| PERIOD: | OCTOBER 2003 - ONGOING |
| APPROXIMATE VALUE: | \$7.2 MILLION |



FEDERATION SQUARE

Melbourne, Victoria



FEDERATION SQUARE DEVELOPMENT

| | |
|-----------------------------|--|
| SECTOR : | SPECIAL USE. |
| WORK SCOPE OVERALL : | NEW ICON DEVELOPMENT FOR THE CITY OF MELBOURNE ADJACENT TO FLINDERS STREET STATION. THE DEVELOPMENT INCLUDES TWO SHARED ENTRY BUILDINGS, MULTIPLE RESTAURANTS, THREE-LEVEL COMMERCIAL BUILDING, FUNCTION CENTRE, ATRIUM SPACE, CENTRAL PAVED PLAZA AND CARPARK. PROJECT INVOLVED THE COORDINATION OF MULTIPLE USER GROUPS INCLUDING NATIONAL GALLERY OF VICTORIA, CINEMEDIA AND SBS. |
| SERVICES PROVIDED : | PROJECT MANAGEMENT AND TENANCY COORDINATION SERVICES ON BEHALF OF THE OFFICE OF MAJOR PROJECTS. |
| PERIOD : | OCTOBER 2000 TO OCTOBER 2002 |
| APPROXIMATE VALUE : | \$430 MILLION |



QANTAS DOMESTIC TERMINAL STAGE 3 REDEVELOPMENT

Melbourne, Victoria



QANTAS DOMESTIC TERMINAL REDEVELOPMENT

SECTOR :

TRANSPORT.

WORK SCOPE OVERALL :

QANTAS DOMESTIC TERMINAL STAGE 3 WAS AN EXTENSION AND UPGRADE OF THE EXISTING TERMINAL WHICH INCORPORATED APPROXIMATELY 80,000SQM OF NEW FLOOR AREA, FOUR NEW AIRCRAFT GATES, NEW QANTAS CLUB, NEW VALET CAR PARKING FACILITIES, 24-HOUR WALK THROUGH CHECK-IN COUNTERS AND 3,000SQM OF RETAIL SPACE.

SERVICES PROVIDED :

PROJECT MANAGEMENT, CONSTRUCTION MANAGEMENT AND TENANCY CO-ORDINATION SERVICES

PERIOD :

SEPTEMBER 1997 TO APRIL 2002

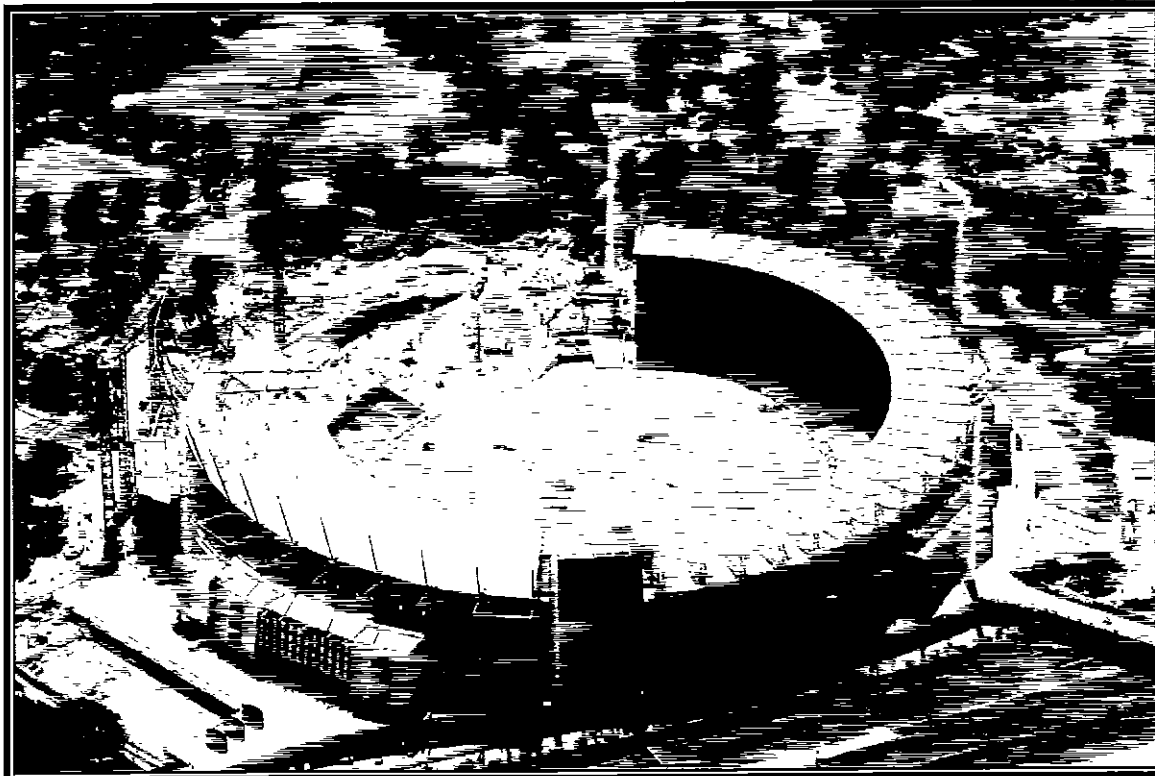
APPROXIMATE VALUE :

\$100 MILLION.



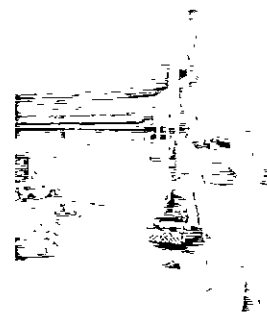
MELBOURNE CRICKET GROUND NORTHERN STAND REDEVELOPMENT

Melbourne, Victoria



MELBOURNE CRICKET GROUND

| | |
|----------------------|--|
| SECTOR : | SPECIAL USE. |
| WORK SCOPE OVERALL : | DEMOLITION AND RECONSTRUCTION IN STAGES OF THE PONSFORD STAND, MEMBERS PAVILION AND OLYMPIC STAND IN TIME FOR USE AS THE MAIN STADIUM FOR THE 2006 COMMONWEALTH GAMES. |
| SERVICES PROVIDED : | JOINT VENTURE PROJECT MANAGERS ON BEHALF OF THE MELBOURNE CRICKET GROUND. |
| PERIOD : | APRIL 2001 TO MARCH 2006 |
| APPROXIMATE VALUE : | \$400 MILLION. |



COLONIAL STADIUM

Melbourne, Victoria



COLONIAL STADIUM

| | |
|----------------------|---|
| SECTOR : | SPECIAL USE. |
| WORK SCOPE OVERALL : | DESIGN AND CONSTRUCTION OF A MULTI PURPOSE VENUE PROVIDING A 52,000 SEAT STADIUM WITH A RETRACTABLE ROOF AND MOVING LOWER TIER. |
| SERVICES PROVIDED : | PROJECT MANAGERS ON BEHALF OF THE DEVELOPER (STADIUM OPERATIONS LIMITED), ADMINISTRATION OF THE DESIGN AND CONSTRUCTION CONTRACT AND DEVELOPMENT SUPERVISOR ON BEHALF OF THE DOCKLANDS AUTHORITY. |
| PERIOD : | SEPTEMBER 1997 TO MARCH 2000 |
| APPROXIMATE VALUE : | \$400 MILLION |



AUSTRALIAN CATHOLIC UNIVERSITY

Melbourne, Victoria



AUSTRALIAN CATHOLIC UNIVERSITY

| | |
|----------------------|---|
| SECTOR : | EDUCATION. |
| WORK SCOPE OVERALL : | MAJOR REFURBISHMENT TO AN EXISTING AUSTRALIAN CATHOLIC UNIVERSITY EDUCATIONAL FACILITY, CATERING FOR UP TO 2,100 FULL TIME STUDENTS AND 180 ACADEMIC AND ADMINISTRATION STAFF. ALSO A NEW THEATRE COMPLEX, COMPRISING 100 SEAT THEATRE, 150 SEAT THEATRE AND A NEW VISUAL ARTS WORKSHOP. |
| SERVICES PROVIDED : | PROJECT MANAGEMENT |
| PERIOD : | MARCH 1999 TO FEBRUARY 2000 |
| APPROXIMATE VALUE : | \$17.5 MILLION |



HARBOUR TOWN SHOPPING CENTRE

Brisbane, Queensland



HARBOUR TOWN SHOPPING CENTRE

SECTOR :

RETAIL.

WORK SCOPE OVERALL :

MAJOR OPEN "STREET-STYLE" SHOPPING CENTRE DEVELOPMENT INCORPORATING 8 CINEMAS, 160 NEW SPECIALTY "BRAND DIRECT" TENANCIES, NIKE CONCEPT STORE, DIMMEYS DEPARTMENT STORE, DAVID JONES, FRANKLINS AND A SUPER-PHARMACY.

SERVICES PROVIDED :

TENANCY CO-ORDINATION.

PERIOD :

1999.

APPROXIMATE VALUE :

\$200 MILLION DEVELOPMENT COST.



BRIBIE ISLAND SHOPPING CENTRE

Brisbane, Queensland



BRIBIE ISLAND SHOPPING CENTRE

| | |
|----------------------|---|
| SECTOR : | RETAIL. |
| WORK SCOPE OVERALL : | MAJOR EXTENSION TO EXISTING RETAIL CENTRE, INCLUDING DEPARTMENT STORE AND SPECIALITIES. GFA 4,500M ² |
| SERVICES PROVIDED : | PROJECT MANAGEMENT (FULL SERVICES) |
| PERIOD : | TARGET OPENING EASTER 2005 |
| APPROXIMATE VALUE : | \$8 MILLION |



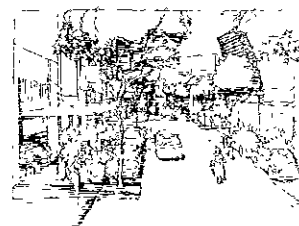
QUEENSLAND UNIVERSITY OF TECHNOLOGY CREATIVE INDUSTRIES PRECINCT

Brisbane, Queensland



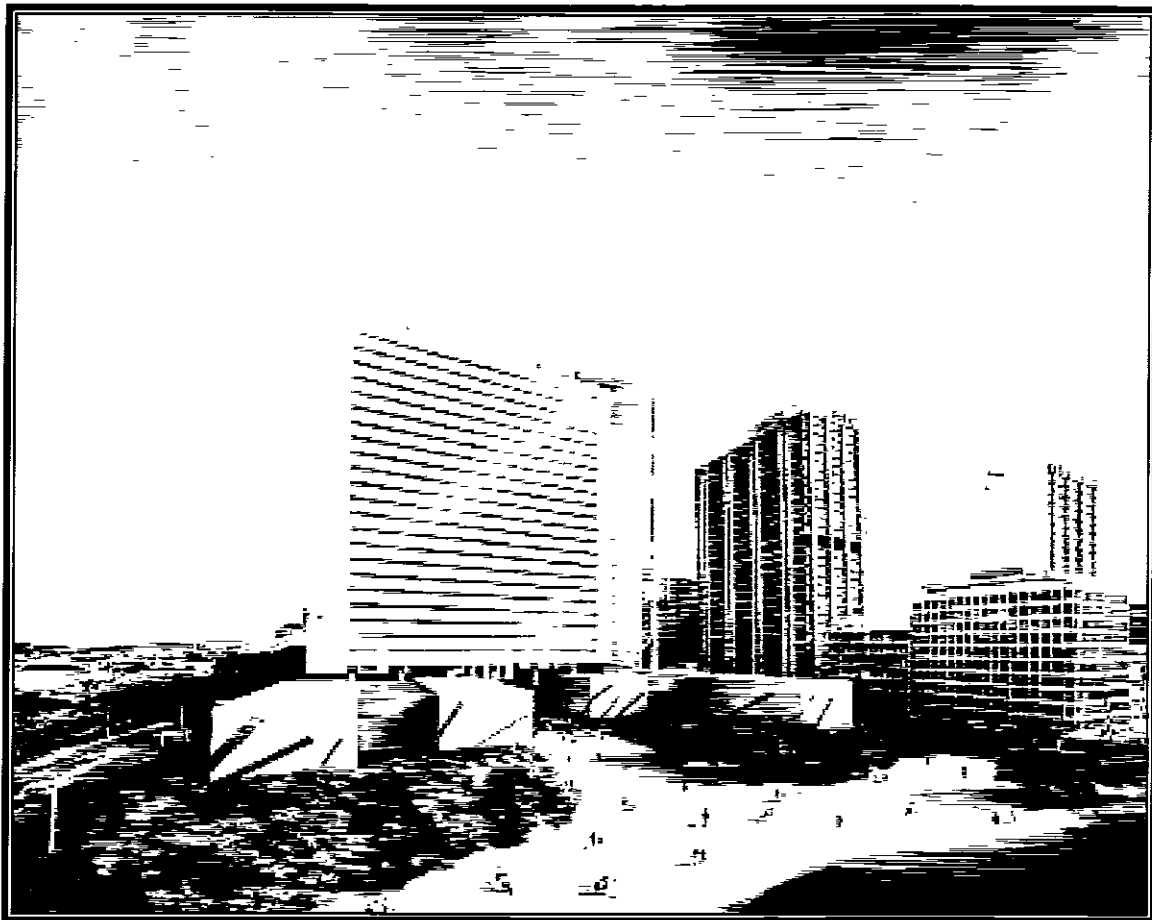
QUT CREATIVE INDUSTRIES PRECINCT

| | |
|----------------------|---|
| SECTOR : | EDUCATION. |
| WORK SCOPE OVERALL : | FUTURE HOME OF THE QUT CREATIVE INDUSTRIES FACULTY, THIS SIGNIFICANT INNER URBAN PRECINCT IS LOCATED IN THE KELVIN GROVE URBAN VILLAGE. IT INCORPORATES THE REUSE OF EXISTING HERITAGE BUILDINGS, AND WILL BE THE NEW HOME OF THE LA BOITE THEATRE. |
| SERVICES PROVIDED : | FULL SERVICE DESIGN AND CONSTRUCTION PROJECT MANAGEMENT. |
| PERIOD : | 2001 - 2004. |
| APPROXIMATE VALUE : | \$55 MILLION. |



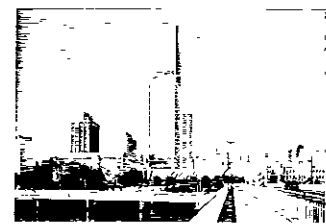
BRISBANE SQUARE REDEVELOPMENT

Brisbane, Queensland



BRISBANE SQUARE REDEVELOPMENT

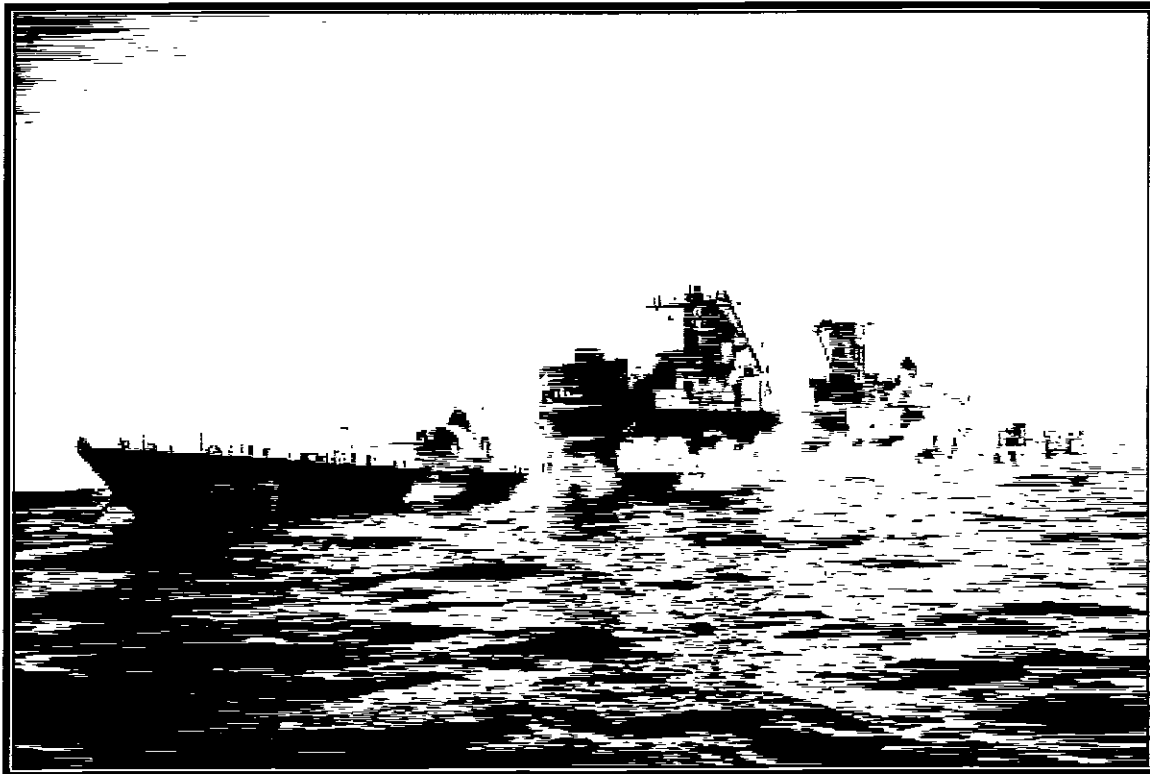
| | |
|----------------------|--|
| SECTOR : | COMMERCIAL. |
| WORK SCOPE OVERALL : | PREMIUM GRADE OFFICE TOWER & RETAIL PRECINCT. DEMOLITION OF EXISTING BUILDING, UNDERGROUND CARPARKING OF THREE LEVELS (355 CARS). A NEW PLAZA PRECINCT LINKING TO EXISTING QUEEN ST MALL (WITH CUSTOMER SERVICES & LIBRARY AT PLAZA LEVEL) IS PROVIDED AT GROUND LEVEL, WITH A 40-LEVEL STATE- OF-THE-ART OFFICE TOWER (52,000M ²). |
| SERVICES PROVIDED : | FULL PROJECT MANAGEMENT SERVICES INCLUDING TENANCY COORDINATION FOR 55,000M ² OFFICES. |
| PERIOD : | APRIL 2003 TO DECEMBER 2005. |
| APPROXIMATE VALUE : | DEVELOPMENT VALUE: \$240 MILLION CONSTRUCTION COST ONLY \$165 MILLION (EXCL FFE & LAND). |



HMAS HOBART

SCUTTLING OF FORMER NAVY VESSEL

Fleurieu Peninsula, South Australia



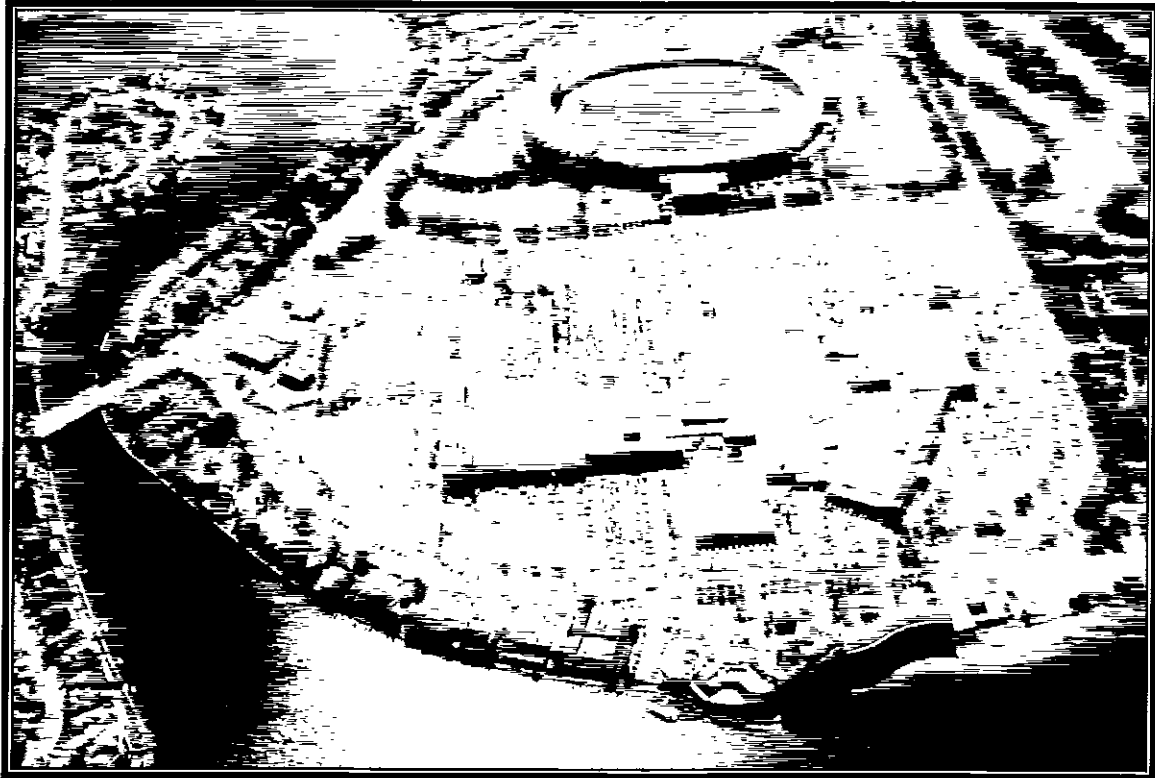
FLEURIEU ARTIFICIAL REEF PROJECT

| | |
|----------------------|--|
| SECTOR : | TOURISM. |
| WORK SCOPE OVERALL : | OBTAIN ALL APPROVALS, PREPARE AND SCUTTLE EX ROYAL AUSTRALIAN NAVY VESSEL. |
| SERVICES PROVIDED : | TOTAL PROJECT MANAGEMENT. |
| PERIOD : | AUGUST 2000 - NOVEMBER 2002. |
| APPROXIMATE VALUE : | \$2.5 MILLION. |



WEST LAKES SHOPPING CENTRE REDEVELOPMENT

West Lakes, South Australia



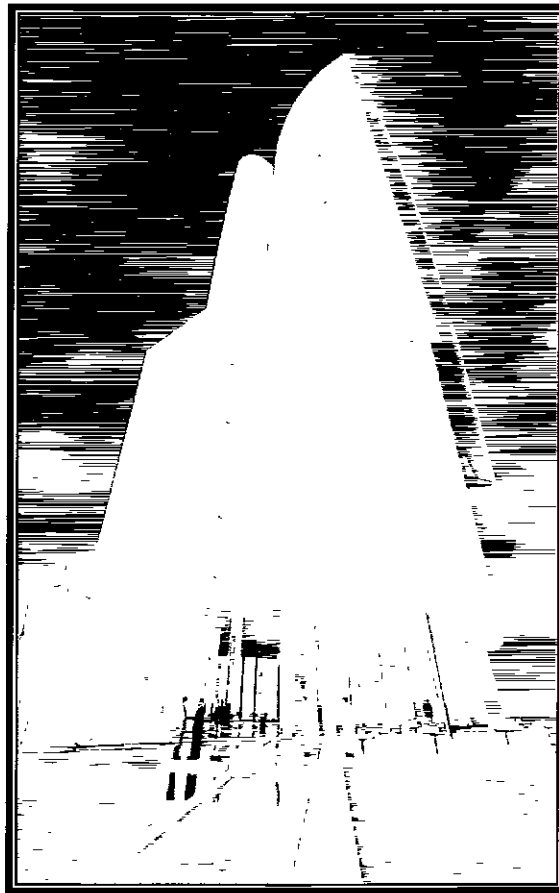
WEST LAKES SHOPPING CENTRE REDEVELOPMENT

| | |
|----------------------|--|
| SECTOR : | RETAIL. |
| WORK SCOPE OVERALL : | SHOPPING CENTRE EXTENSION AND REFURBISHMENT INCLUDING CAR DECK, CINEMA COMPLEX AND RETAIL TENANCIES. |
| SERVICES PROVIDED : | PROJECT MANAGEMENT PROCEDURES/SYSTEMS, CONTRACT ADMINISTRATION AND TENANCY CO-ORDINATION. |
| PERIOD : | 2001 - ONGOING, 2004 COMPLETION. |
| APPROXIMATE VALUE : | \$50 MILLION. |



PARK PLACE

Dubai, United Arab Emirates



PARK PLACE

SECTOR :

COMMERCIAL AND RESIDENTIAL.

WORK SCOPE OVERALL:

56 LEVELS CONSISTING OF 15 FLOORS OF OFFICES,
41 LEVELS OF HIGH QUALITY 1,2,3 & PENTHOUSE APARTMENTS,
RETAIL AND PLAZA AREA AT GROUND LEVEL, AUDITORIUM PARKLAND
AND SEPARATE BRIDGE LINK TO MULTI-DECK AND BASEMENT PARKING.

SERVICES PROVIDED:

DESIGN AND CONSTRUCT PROJECT MANAGEMENT SERVICES.

PERIOD:

JULY 2003 TO MARCH 2006.

APPROXIMATE VALUE:

CONSTRUCTION COST 2003 - DHS240 MILLION
TOTAL DEVELOPMENT COST - ± DHS 400 MILLION.

