

Annex C

Singapore Sports Hub Consortium (SSHC) Fact Sheet and List of Consortium Members

The following table represents the main partners involved in the Singapore Sports Hub Consortium. There are a number of levels of service provider partners and specialist consultants that each bidding entity has included within their bid teams.

| Singapore Sports Hub Consortium (SportsHub Pte Ltd) | |
|--|---------------------------------------|
| Lead Partner | Dragages Singapore Pte Ltd |
| Equity Shareholders | Dragages Singapore Pte Ltd |
| | HSBC Infrastructure Fund III |
| | UnitedPremas Ltd |
| | Global Spectrum Pico Holdings Pte Ltd |
| Architect | ARUP Sport |
| | DP Architects |
| Construction | Dragages Singapore Pte Ltd |
| Facilities Management | United Premas Ltd |
| Programming & Events | Global Spectrum Pico Pte Ltd |
| | World Sport Group Pte Ltd |
| | |

Main Partners of SSHC

Dragages Singapore Pte Ltd is an engineering and construction company active in Singapore since 1984. Dragages has been involved in many large scale infrastructures and developments in the Republic, including the Pontiac Marina complex and the Fullerton Hotel. The company is wholly owned, and supported for the purpose of this project, by Bouygues Construction based in France. Bouygues Construction has been involved in more than 30 PPP projects worldwide and has developed significant expertise in the development and operation of social infrastructures. These include the Stade de France in Paris and the Asia World Expo in Hong Kong. Dragages has been acting as leader of the Consortium and is undertaking the the design and construction of the facilities.

HSBC Infrastructure Fund III HSBC Infrastructure Fund III invests globally in greenfield infrastructure projects, with a focus on Public Private Partnerships. The fund has a target size of USD 1bn, and it has raised USD 500m to-date. It is managed by HSBC Specialist Investments, which is the infrastructure and real-estate equity fund management arm of the HSBC Group..

United Premas is a leading facilities management company providing end-to-end property services across multiple vertical sectors in the region. Headquartered in Singapore, United Premas services include corporate real estate, technical O&M, space management, capital asset life-cycle services, energy management and procurement, property management and Facilities Management for commercial, industrial, retail, residential, township, institutional, sports, entertainment and other facilities. United Premas is a subsidiary of UGL Limited (UGL), a top-100 company listed on the Australian Securities Exchange. In recent years, UGL Limited has been involved in numerous PPPs, in infrastructure, prison, medical, educational and sports developments. United Premas will take a leading role in the operations and the asset life-cycle management of the facilities.

Global Spectrum PicoPte Ltd, part of Comcast Spectator group has significant expertise and experience as facility owners and operators, and is one of the fastest growing venue management firms in the world. The company has proven resources worldwide that it can utilize for the benefit of its clients in the areas of entertainment, sports, conventions and meetings. Comcast Spectator owns the Philadelphia Flyers of NHL and the Philadelphia 76ers of NBA. In 2009 Global Spectrum hosted 11,000 events at the 90 facilities it manages worldwide.

World Sport Group (WSG)

World Sport Group is Asia's leading sports marketing, media and event management company. The company features almost 600 sports event days and 5000 hours of sports programming annually, across more than 30 countries in the region. World Sport Group has worked with major Asian sports for nearly 20 years growing their value, delivering rights for corporate partners, staging world-class events and producing quality sports content. In Singapore, WSG's achievements can be seen in the successes of the Barclays Singapore Open, Asia's largest golf event and richest national open, and the AFF Suzuki Cup which has generated domestic television audiences of almost two million – among the highest reached in the country. With its unparalleled experience, expertise and business network, WSG is uniquely positioned to assist governments, sport governing bodies, athletes, media and corporations to achieve their goals.

ARUP Sport have more than forty years experience in engineering design for the sports and leisure industry. Capabilities cover the complete design and engineering of sports and leisure developments and related aspects, from concept and feasibility study through to completion and commissioning. Their references include the Birds Nest in Beijing and the Allianz Arena in Munich.

DP Architects is a full service architecture firm based in Singapore and with offices in Malaysia, Indonesia, India, China, Thailand and United Arab Emirates. The firm's portfolio, developed over 30 years, includes a wide spectrum of building types, from commercial and residential to mixed development, institutional, religious, industrial, hospitality and transportation. The firm has undertaken and completed numerous large-scale projects, giving it the experience and confidence to handle such work both in Singapore and overseas. These include the Esplanade, Suntec City, Marina Centre and the Dubai Mall. In recent years, the firm has expanded overseas and has undertaken projects in Malaysia, the People's Republic of China, Hong Kong, Taiwan, Indonesia, the Philippines, India, Thailand and the Middle East.