



## **Singapore Sports Council**

Formed in 1973, the Singapore Sports Council is the lead government agency tasked with developing a holistic, self-sustaining sporting culture—an integrated ecosystem to produce benefits for the well-being of our population, the vibrancy of our city and the economic stability and diversity of our nation.

The SSC is a statutory board under the auspices of the Ministry of Community Development, Youth and Sports. As such, we work independently and with partners across the public and private sectors to ensure a sporting legacy for all. In the past 10 years, we have invested approximately \$1 billion in developing sports, athletes, programming, venues and events.

In the past decade, the SSC has effected sweeping change in the way people perceive, play and enjoy sports in Singapore. Through strategies generated in 2001 by the Committee on Sporting Singapore in its landmark report on the future of sports, the SSC has been able to plant the seeds of a sporting culture—seeds that will continue to produce results for many years to come.

Our strategies unfold along three principal thrusts of operation: sports participation, excellence and industry. In all three areas, we provide opportunities and access for people to be engaged in sports.

In sports excellence, we work with the National Sports Associations and the Ministry of Education to create seamless development pathways for high-performance athletes. In sports participation, we create opportunities for people to play, coach, officiate, watch and cheer in conjunction with fellow government agencies, grassroots association and community groups. In sports industry, we also work with other government agencies to provide incentives and opportunities for people and companies to invest in events and ongoing sports business—all with the aim of adding to the vitality of our city as a place to live, work and play.

Not only are we changing the way Singaporeans play and enjoy sports, we are changing the way the international sports world sees Singapore. For more information on the Singapore Sports Council, please refer to [www.ssc.gov.sg](http://www.ssc.gov.sg).



## **Dragages Singapore**

### *Building a Great Reputation*

Dragages enjoys a well-earned reputation for building high quality products on time and within budget, both in Singapore and in the region. The Singapore branch was originally set up in 1984 to build Newton MRT station. Since then it has completed a number of prestigious projects in Singapore, among them the Ritz Carlton hotel in 1996, the transformation of the Fullerton Building into a 5 star hotel in 2000, and several high standard residential developments such as the The Lady Hill. Dragages Singapore is currently building the highest residential towers in South East Asia, The Sail in Marina Bay, as well as Citylights on Lavender Street and the exclusive Scotts High Park in Scotts Road.

Dragages was involved in many other landmarks in the region, including the Convention and Exhibition Centre and the Happy Valley Stadium in Hong Kong and the Impact Convention Centre in Bangkok.

Dragages has over 100 years of history in Asia. The company is wholly owned by Bouygues Construction based in France. Bouygues has been involved in more than 30 PPP projects world wide and has developed significant expertise in the development and operation of social infrastructures. These include Le Stade de France in Paris and the Asia World Expo in Hong Kong.

### *Leadership and Innovation*

Dragages consistently leads the industry in innovation, quality safety. It is well known for its impressive credentials and strong expertise in engineering. Both Centennial Tower and the Ritz-Carlton were granted Awards for Construction Excellence by Singapore's Building Construction Authority.

Dragages has also been the recipient of various industry awards including most recently the BCA's Award for Construction Excellence 2003 for The Equatorial and The Floravale, as well as the BCA's Best Buildable Design Award 2003 for the Equatorial.

In 1996, Dragages Singapore was certified to ISO9001, the first time for a main contractor in Singapore. In 1999, it also gained ISO14001 certification for its environmental management system, and OHSAS 18001 for its corporate safety management system.

The Company currently holds the highest ever Conquas quality mark for its Savannah Condominium project.

### *Relevant PPP Project Experience*

Bouygues Construction already operates many successful, relevant PPP Projects, including:-

- Stade de France, Paris. In operation since 1998
- Home Office, UK. In collaboration with HSBC Infrastructure. In operation since 2005
- Asia World Expo, Hong Kong. In operation since 2005
- West Middlesex Hospital, UK, In collaboration with HSBC Infrastructure. In operation since 2004
- King's College, UK. In operation since 1999
- Barking Schools, UK, In operation since 2005



### **HSBC Infrastructure Fund III**

Hong Kong Shanghai Banking Corporation Limited (HSBC Bank) has an international network comprising 9,500 offices in 76 countries and territories and its most recent published interim accounts show total assets of U.S.\$1,738 billion as at 30 June 2006. The HSBC Bank has been in Asia since 1865 when it set up its first office in Shanghai. As financial advisor of the Consortium, HSBC Bank will put to contribution their vast international knowledge in project financing and ppp experiences globally, including their unrivalled experience in the last PPP three PPP projects in Singapore. Having recently closed a number of ppp projects in Asia and also recently voted, "Best Project Finance House in Asia 2007 by Euromoney, The HSBC Bank project finance team is in an ideal position to develop for the Sports Hub PPP a deliverable, robust and competitive financing solution. The same team have previously advised Dragages successfully on two PPP projects in Hong Kong.

### **Innovation in Infrastructure Finance**

HSBC Infrastructure Fund Management Limited (HIFML) is a subsidiary of HSBC Specialist Investments Limited, the real estate and infrastructure investment business of the HSBC Group. HIFML has over 10 years of investment experience in PPP projects and the infrastructure sector in the United Kingdom and Europe. Through the funds that it manages, HIFML has invested in 35 projects with an aggregate investment in excess of SGD\$1.5bn and a total asset value of SGD\$12bn, including a sister company of HIFML which acts as manager and adviser of the GBP300m HSBC Infrastructure Company Limited, an entity listed on the London Stock Exchange.

Our investments cover the full range of sectors including health, education, defence, accommodation, transport and technology. This portfolio covers a broad spectrum of projects in different sectors and indeed many of the projects are unique or involved bespoke structuring, as is the case with this Project.

### **HSBC in Singapore and in Asian Sport**

The commitment of HSBC Group to the South East Asian region is well known. The bank has had a presence in Singapore since 1877. Locally, HSBC has an active programme of sports sponsorships in Singapore. These include HSBC's World Wakeboard Championships and HSBC's Annual Golf Challenge in Singapore, while in February 2008 HSBC will be hosting the inaugural HSBC's Women's Champions which will see the top female international golfers compete for the largest prize purse of US\$2 million in Asia. HSBC has a global sport sponsorship strategy to involve youth and education through sport and in line with these values, HSBC, supported by the Singapore Sports Council, runs the HSBC Youth Golfers Programme and the HSBC Junior Riders Wakeboarding Programme. Under the Youth Golfers Programme, undertaken with the Laguna Country Club, the club organises inter-school league matches, giving youth golfers more playing opportunities. The sponsorship also funds the coaching of the students. The HSBC Junior Riders Programme, running since 2005, aims to introduce all facets of water-skiing and wakeboarding to new young riders.



## **United Premas**

UGL Premas is a leading end-to-end property services company operating across the Asia-Pacific region. Headquartered in Singapore, UGL Premas services include corporate real estate, technical O&M, space management, capital asset life-cycle services, energy management and procurement, property management and soft-FM for commercial, industrial, retail, residential, township, institutional, sports and entertainment and other facilities. UGL Premas is a subsidiary of UGL Limited (UGL), a top-100 company listed on the Australian Securities Exchange.

For more information, visit: [www.ugl-premas.com](http://www.ugl-premas.com)

### *About Our Parent Company*

UGL Limited (ASX: UGL) is an engineering, maintenance and facilities management company operating in the rail, water, power, transport, resources and property sectors. It consists of four divisions – UGL Infrastructure, UGL Rail, UGL Resources and UGL Services (incorporating UGL Premas, UGL Equis and UGL Unicco).

Headquartered in Sydney, Australia, UGL operates in Australia, New Zealand, Asia, North America and the Middle East employing approximately 43,000 people.

For more information, visit: [www.ugllimited.com](http://www.ugllimited.com)



## **Global Spectrum**

*Worldwide Leader in Venue Management*

Global Spectrum is part of Comcast Corporation (NASDAQ: CMCSA, CMCSK), North America's leading provider of cable, entertainment and communications products and services. Comcast's content networks and investments include E! Entertainment Television, Style Network, as well as four regional Comcast SportsNet. Comcast major holdings also include Comcast Spectacor.

Comcast-Spectacor is the Philadelphia-based sports and entertainment firm which owns the Philadelphia Flyers of the National Hockey League, the Philadelphia 76ers of the National Basketball Association, the 20, 000-seat Wachovia Center and the 19, 000-seat Wachovia Spectrum, and Comcast SportsNet Philadelphia (a regional 24-hour regional sports programming TV network).

Comcast-Spectacor is the principal owner of Global Spectrum, the fastest growing firm in the public assembly management field which manages and operates over 70 arenas, stadiums and convention centers throughout North America. Mich Sauers, Senior Vice President of Business Development for Comcast-Spectacor, (former President and CEO of Global Spectrum) works closely with Global Spectrum to develop business opportunities that also involve other companies owned by Comcast-Spectacor, including Ovations Food Services, New Era Tickets and Front Row Marketing Services.

Global Spectrum manages public assembly venues that host a wide array of popular sports and entertainment, trade shows, performing arts, and other special events. With facilities in the United States, Canada, Southeast Asia and an ever-increasing international presence, Global Spectrum has an unprecedented rate of growth in the industry.

Global Spectrum presents nearly 11,000 shows annually. Included in Global Spectrum's resume of successful events hosted are the gambit sport, entertainment and special events, including the Papal visit, Presidential debates, Olympic Games, and many major touring artistes like U2, Rolling Stones, Madonna, Prince, Maroon 5, Bon Jovi etc. -Global Spectrum also played host to the NFL's Super Bowl Game at its flagship, 65, 000-seat retractable Cardinal stadium in February 2008.

In recognition of Global Spectrum's efforts in venue management, the company was awarded with numerous prestigious awards in the industry. Venues Today, an internationally recognized public assembly facility periodical, awarded Global Spectrum with the Hall of Fame Award for Bookings in year 2006 for the Rose Quarter in Portland Oregon. It was the second consecutive year the Rose Quarter captured a Hall of Fame headlines and the only venue to repeat as a winner. Besides, Global Spectrum has been the recipient of Canada's most prestigious award, the Gold Medal for "Best PPP" project in 2002, for the John Labatt Centre in London, Ontario. It was also named Canada's 2009 Major Facility of the Year at the Canadian Music Week.

Today, Global Spectrum is the fastest growing venue management firm in the world.

### *PICO Group of Companies*

Pico was established in 1969. Today, it is one of the world's leading event marketing service providers in Asia. Pico Far East Holdings Ltd was listed on the Hong Kong Stock Exchange since 1992 (HKSE: 752). The Pico Worldwide Group of Companies has been in business for more than 30 years and has extensive experience in creation of and fabrication for events. It operates through more than thirty offices in major cities all over the world and has a good understanding, not only of the event and exhibition industry but also of the various cultures where it has presence.

Pico has been supporting major events & promotional activities in Singapore and is regularly involved in annual large scale events such as the National Day Parade, Singapore Youth Olympic Games 2010, Formula 1 SingTel Singapore Grand Prix as well as Chinese New Year Festivities and Christmas Decorations, all of which took place in the existing stadium and large public spaces.

*Global Spectrum Pico*

Global Spectrum Pico, which was formed in partnership with Singaporean-based Pico Group, the largest producer/ promoter of exhibition events in Asia, will be the Singapore SportsHub Consortiums' operating partner responsible for all day-to-day venue operations, event bookings, sales, marketing and promotions. With this joint venture, Global Spectrum Asia is now involved in the management and operations of key convention/ exhibition and entertainment venues across Asia. The company was selected for one of the biggest public facility projects ever – the \$1.25 billion Singapore SportsHub.

[www.global-spectrum.com](http://www.global-spectrum.com)

[www.pico.com](http://www.pico.com)



## **World Sport Group (WSG)**

Headquartered in Singapore, World Sport Group (WSG) is *Asia's leading sports marketing, media and event management company*. The company's portfolio features almost 600 days of sports events and over 5000-hours of sports programming annually, across more than 30 countries in the region.

With its expertise and experience in the business of sport, WSG is uniquely positioned to assist governments, sport governing bodies, athletes, media and multinational companies to create viable and sustainable programs to develop the assets and maximise the opportunities offered by major sports in Asia. Each of these organizations and ultimately, millions of fans are benefiting from its work.

### **Taking Asian Sport to the World**

As the exclusive marketing partner of the Asian Football Confederation (AFC) and its regional governing bodies including the ASEAN Football Federation (AFF), South Asian Football Federation (SAFF) and the West Asian Football Federation (WAFF), WSG is the key player in Asian football. It is also the leading golf promoter in the region as organizer of the continent's top events and tours including the Barclays Singapore Open, the Australian Open and the Mercedes-Benz Tour. It is also the exclusive marketing and media partner of OneAsia.

The company is a partner of Sports Hub Pte. Ltd., the group which will build, operate and manage Singapore's first fully integrated sports, entertainment and lifestyle hub, as well as the exclusive global media partner of the Indian Premier League – the Twenty20 cricket competition that has taken the world by storm.

WSG is the largest producer, distributor and supplier of sports programming in Asia. From the point of sale through to live on-ground production, all the sporting action from around the region is captured and beamed via satellite, broadband and wireless to hundreds of millions of passionate fans and viewers worldwide.

### **Powerful Sports + Business Network**

Together with the strategic alliance with our shareholders Lagardère Unlimited, Dentsu and International Sports Events, WSG represents a powerful global sports and business network. As the market leader in the region, WSG has the unrivalled access to the fastest-growing and potentially largest sports market in the world.

From our headquarters in Singapore, we coordinate the activities of our six regional offices across Asia – Beijing, Beirut, Delhi, Hong Kong, Mumbai and Tokyo. Our team of more than 150 skilled and experienced personnel, who are passionate about sport, are spread across these offices strategically located in some of the continent's largest markets and most dynamic business and financial hubs.

For more information, please visit [www.worldsportgroup.com](http://www.worldsportgroup.com)



## **ARUP**

### *A passion for sports venue design*

Arup is a global design, engineering and business consultancy with over 10,000 staff spanning 90 offices in 35 countries. The firm's creative spark is derived from the beliefs and convictions of the firm's founder, the engineer and philosopher Ove Arup. Arup people are driven to discover new ways to turn ideas into tangible reality. This passion is behind many of the world's iconic architectural, engineering, infrastructure and planning projects. It is also behind the firm's relentless pursuit of technical excellence and willingness to invest in research and innovation.

Arup has won wide recognition for its innovative stadium concepts and integrated design. The firm's sports venue design and engineering specialists are behind international icons such as the Beijing National Stadium (Bird's Nest) and National Aquatic Center (Water Cube), Germany's Allianz Arena and Spain's Valencia Stadium.

Arup will draw on its global knowledge and resources to deliver the design for the Singapore SportsHub. This will include sports venue design; civil, structural, fire, maritime and facade engineering; geotechnics; acoustics; audio visual and multimedia; building physics; environmentally sustainable design; IT and communications systems; security and risk consulting; lighting design; advanced technology and research (moving structures); and specialist technical services (sports lighting, pedestrian modelling and field of play).

The SportsHub is Arup's latest landmark project in Singapore following the successful completion of a necklace of attractions around Marina Bay which include the Singapore Flyer, The Helix bridge and the Marina Bay Sands<sup>®</sup> integrated resort. With more than 40 years in Singapore, the company has been instrumental in shaping Singapore's skyline. Some of Arup's on-going projects in Singapore include Gardens by the Bay, South Beach and the renovation of Victoria Concert Hall and Victoria Theatre.

Arup seeks ever better ways to imagine, re-imagine and reshape the built environment.

[www.arup.com](http://www.arup.com)





## DP ARCHITECTS PTE LTD

### DP Architects Pte Ltd

Founded in 1967, during Singapore's new found sovereignty, Design Partnership started with mere staff strength of 18. In 1975, Design Partnership was re-incorporated as **DP Architects Pte Ltd (DPA)**, and has since established ourselves as a firm founded with a deep concern for the built environment and the need for a conscious effort towards creating architecture of excellence where the enrichment of the human experience and spirit are reflected in both its planning and architectural work.

DPA has since become a family of over 700 strong worldwide. Led by 10 directors, with offices in Singapore, China, India, Indonesia, Malaysia, Thailand and United Arab Emirates, this growth has been achieved through a constant process of leadership renewal and nurturing of committed staff members. Our DP umbrella has also expanded to include specialised companies working on interior design and project management, namely DP Design Pte Ltd and DP Consultants Pte Ltd respectively.

During our 40 years of architectural practice, we have acquired a comprehensive repertoire of built works located across countries and cultures, stretching from Asia to the Middle East; offering a vast range of services including architecture, urban planning, interior design, master planning and project management.

Our experience extends across a wide spectrum of building types ranging from commercial, residential, mixed developments, institutional, religious, industrial, hospitality, sports and leisure and infrastructure.

In Singapore, some of DPA's most significant contributions in the arts and institutional environment include the iconic Esplanade-Theatres on the Bay, a concert hall and live theatre complex in 2002, and three of the five polytechnics in Singapore – Temasek Polytechnic, Nanyang Polytechnic and the recently completed , Republic Polytechnic.

In the retail design sector, DPA created the first atrium shopping mall in Singapore, the People's Park Complex, in 1969. We have continued to develop innovative retail designs, such as the first air-conditioned street-shopping typology in Bugis Junction and the subsequent refurbishment of the highly popular Wisma Atria. Currently DPA is in Dubai overseeing The Dubai Mall, which upon completion in 2008 will be the largest shopping mall in the world.

DPA also has the unique claim of planning and building highly complex mega projects such as the Marina Centre which includes Suntec City, Millenia Singapore and Marina Square; each a complex integration of large-scale retail, hotel, exhibition and convention and office quantum. Presently, DPA is involved in the design and construction of the highly anticipated integrated resort – Resorts World at Sentosa, which is poised to be a global tourist destination, comprising first-rate gaming facilities, theme hotels, theme parks, water parks, an oceanarium, a museum and shopping areas with waterfront restaurants.

Residential developments form another large part of DPA's portfolio, both locally and overseas. Our expertise in residential projects includes luxurious condominiums, executive condominiums, serviced apartments, SOHO (Small-Office-Home-Office) as well as landed properties.

At DPA, our design skills and vast experience in architectural design and project delivery assure clients of each project's success. We believe in our creative passion and capacity to arrive at the most innovative solutions, which will balance each client's requests with the best in aesthetic design.



SQUIRE MECH PTE LTD

### **Squire Mech Pte Ltd**

**Squire Mech** is one of the largest wholly locally owned Mechanical and Electrical (M&E) Engineering Consultancy firm in Singapore. With 30 years of experience, the firm has a network of 6 offices in China, Malaysia and Vietnam; and has extensive track record in Malaysia, Indonesia, The Philippines, Vietnam, Myanmar, Taiwan, China, India, Saudi Arabia, United Arab Emirates. Projects undertaken by the firm include residential, commercial, retail, industrial, institutional, hospitality and transportation. High profile projects completed include ST REGIS Hotel & Residences, ION Orchard & Orchard Residences, Xilinx, Central, HDB Hub and Republic Plaza. The company was conferred "Built Environment Leadership Award Gold Class" in 2009 by BCA, and is currently the leading M&E Consultant having 10 or more projects with BCA Green Mark Platinum and Gold-Plus Awards.



## AECOM

AECOM is a global provider of professional technical and management support services to a broad range of markets, including transportation, facilities, environmental, energy, water and government. Our purpose is to enhance and sustain the world's built, natural and social environments.

A *Fortune 500* company, AECOM's presence spans 100 countries with the skills of 46,000 dedicated and specialized professionals. We focus this expertise as needed for projects of all scales, assembling the combination that best suits the individual task and site. We blend global knowledge, local experience, technical excellence, innovation and creativity to offer our clients unparalleled possibilities.

AECOM capabilities include:

- Architecture & Landscape Architecture
- Building Engineering
- Design + Planning
- Economics
- Energy
- Environment
- Geotechnical
- Government Services
- Program + Construction Management
- Transportation
- Urban Development
- Water

AECOM is recognized globally as an industry leader. We hold the following rankings in *Engineering News-Record's The Top 500 Design Firms Sourcebook for 2010*:

#1 in Top 150 Global Design Firms  
#1 in Top 500 Design Firms

#1 in General Building  
#1 in Commercial Offices  
#1 in Hotels, Motels & Convention Centers

## Design + Planning

We create a holistic approach to placemaking by integrating our capabilities in Architecture, Building Engineering, Design + Planning, Economics and Program + Construction Management. As architects, interior designers, economists, engineers, environmental and ecological planners, landscape architects, urban planners and designers, and program and construction managers, we enable clients to transform sites into successful, sustainable, distinctive places, from the scale of a building, to a community, campus or city, to a natural system, to an entire region.

Currently, AECOM is working on some of the most high profile, socially, environmentally and economically sustainable projects in the world. These include:

- 2012 London Olympics, UK
- World Trade Center in New York City, USA
- Disney's Celebration in Florida, USA
- Saadiyat Island in Abu Dhabi, UAE
- Redevelopment of Kai Tak Airport, Hong Kong
- The Cotai Strip, Macau
- Jinji Lake Waterfront in Suzhou, China
- Ritz Carlton Hotel in Shenzhen, China
- Dameisha Sheraton in Shenzhen, China

In Singapore, some of our notable on-going projects include: Resorts World in Sentosa; International Cruise Terminal; Common Services Tunnel at Downtown Marina Bay; Downtown Line MRT Stages 1 & 2; Asia Square 1 and 2 Development; Jurong Lake District Development.