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APPENDIX I - Staff CV's

“On behalf of Pure Projects, I cannot recommend this company highly enough. Pure Projects exhibited a very high level of competency on all the projects they managed for me at Marina Bay Sands. They are extremely effective; they get projects done on time and on budget and bring a very high level of professionalism to every aspect of their involvement.”

Mr. Mark Signorio
Director of Interiors
LAS VEGAS SANDS CORPORATION
The Venetian Resort~Hotel~Casino
1.0 About Pure Projects

Pure Projects is a specialist Project Management service provider. Our business is founded on the principle of valuing long term relationships with our clients, partners and suppliers.

Our business leaders are all qualified and experienced project directors who have successfully managed and delivered large scale complex projects by effectively leading large teams of talented individuals for more than 20 years in Australia, UAE, South Africa and throughout Asia.

We currently have operational and staffed offices in the following locations:

- Melbourne
- Sydney
- Perth
- Singapore
- Sri Lanka
- Vietnam
- India (Project Office)
- Thailand (Project Office)

Through our geographic spread Pure Projects is strategically placed to deliver world class project management services in the Asia-Pacific Region.

Our approach is to provide clarity on what is required, focus on what is important and provide the necessary drive to achieve it.

Pure Projects believes that every client and project is unique, which demands a unique approach with suitably tailored teams and systems to ensure success. Our approach is to carefully select our delivery methodology for each project, balancing our client’s drivers and appetite for risk.

Our clients get the experience and benefits of a larger more corporate PM consultancy but with the benefits of a local private company with single focus, total commitment and personal touch.
2.0 Our Quality Systems and Collaboration Tools

As the consulting industry is ever evolving Pure Projects aims to provide their clients with world leading advice and expertise. Pure Projects’ Quality Assurance procedures and processes are based on best practice and seek to provide clients with project certainty.

Pure Projects is committed to incorporating and using technology to improve response times and ensure that critical project information is readily available to project managers and directors as well as to key stakeholders, where appropriate.

All Pure Projects’ offices nationally and internationally operate off a common Quality Assurance platform, utilising Microsoft SharePoint® as a collaboration tool that ensures that all staff have access to project critical information anywhere that an internet connection is available.
3.0 Project Management

Pure Projects believes that project management is more than simply co-ordinating consultants and contractors, we take a holistic approach that engages with our clients from project inception to commissioning and completion.

We believe that effective project management is about having the right team with the right balance of technical and leadership skills who can challenge and inspire the project team to achieve results.

For the successful delivery of project management services it is essential that the project manager be the focal coordination point and that the personnel involved are competent, committed, good communicators and leaders.

As our core business is providing project management services we are committed and passionate about ensuring that all project risks are carefully considered to give our clients peace of mind and allow them to concentrate on their core business.

4.0 Our Approach

Pure Projects was formed on the promise of providing professional services that add value to our clients endeavours by being proactive and allowing them to concentrate on their core business.

Our approach is to provide our clients with a project certainty through personalised service on the understanding that what is best for our clients is also best for us. This means that for Pure Projects to do the best for you, we need to understand what your key objectives, drivers and project goals are.

Our style is to be an extension of your business, achieving your objective with an attitude and approach that is focused on providing our clients with accurate and timely information that allows well considered decisions to be made on time.

Pure Projects takes a strategic approach to the delivery of projects and carefully plan the implementation to take into account project budgets, program and risks. We also take a whole of project and project life approach to best ensure that the final solution is socially and economically sustainable.
5.0 Our Services

As the consulting industry is ever evolving Pure Projects aims to provide our clients with world leading services and specialist knowledge by being able to assemble teams and individuals with the relevant specialist skills.

Pure Projects offers a wide variety of specialist services, our systems and processes are based on best industry practice. While our systems and processes are a solid foundation of our business we recognise that every client and project is unique, therefore Pure Projects ensures that our delivery systems are flexible enough to customise our approach and systems to achieve the best project outcomes for our clients.

We provide a full range of project management services including:

INDEPENDENT ADVICE
- Independent project certification
- Business case and economic appraisals
- Construction advice
- Project delivery and procurement strategies

FACILITATION
- Stakeholder management
- Value management
- Strategic planning workshops
- Workshop facilitation

PROJECT MANAGEMENT
- Project management
- Construction management
- Project brief development and needs analysis
- Consultant team procurement
- Risk and value management
- Design management
- Bid management
- Implementation management
- Project management plan preparation
- Budget planning and cost control
- Programme management
- Programming
- Statutory authorities negotiations / approval management

Perth Convention & Exhibition Centre (PCEC), Perth WA
6.0  Our Management / Hotel & Resort Experts

The Directors of Pure Projects are all former executives with ASX listed consultancies and have come together to address a need in the industry for good quality personalised service. All Directors are career Project Managers and Directors and have significant experience in the consulting and construction industry, they have also delivered large complex projects throughout Australia, Asia, Africa and the Middle East.

We pride ourselves on being able to provide highly experienced staff for each and every project, in respect to Hotel & Resort projects we have assembled a team that has a depth of experience and capability that ensures that our clients receive the best advice possible.

A range of comprehensive CV’s for our skilled hotel staff can be found at Appendix I.

Marina Bay Sands Hotel, Singapore
7.0  Our Hotel & Resort Experience

Pure Projects is experienced in the delivery of hotel, resort and leisure projects of varying size and complexity within both internationally and within Australia, please find below an outline of our recent experience.

7.1 Current Projects

<table>
<thead>
<tr>
<th>THE SHOPPES AT MARINA BAY SANDS – MBS INTEGRATED RESORT, SINGAPORE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pure Projects is providing Retail Design Management and Tenancy Co-ordination services on the landmark Retail Shopping Mall at the US$5.5 Billion Marina Bay Sands Integrated Resort in Singapore. The retail mall consists of over 350 premium brand speciality shops and signature restaurants. The Pure Projects team is responsible for guiding International Designers and Fit-out Teams through the process of store design and fit-out to ensure a seamless non-intrusive shop fit-out that is in character with the mall and surrounding shops.</td>
</tr>
<tr>
<td><strong>Services Provided:</strong> Design management, authority submissions and negotiations, client representation and contract administration.</td>
</tr>
<tr>
<td><strong>Duration:</strong> Ongoing</td>
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<tr>
<td><strong>Project Value:</strong> USD $5.5 Billion</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>AVALON &amp; PANGAEA – MARINA BAY SANDS INTEGRATED RESORT, SINGAPORE</th>
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</thead>
<tbody>
<tr>
<td>The Project and Construction Management of the new Avalon and Panagaea Night Clubs at Marina Bay Sands is being delivered by Pure Projects. Both night clubs are located within the South Crystal Pavilion, which is a glass and steel structure protruding out of the Singapore River. The project involves the fast-track fit-out of these state of the art night clubs.</td>
</tr>
<tr>
<td><strong>Services Provided:</strong> Project &amp; Construction Management Services</td>
</tr>
<tr>
<td><strong>Duration:</strong> Jun 2011 – Sep 2011</td>
</tr>
<tr>
<td><strong>Project Value:</strong> SGD $12 million</td>
</tr>
</tbody>
</table>
MEGA BANGNA, BANGKOK THAILAND

Thailand’s first ‘mega mall’ located out towards the new Suvarnabhumi Airport is a joint venture development between Ikano (Ikea) and Siam Future Development (SF). The project is approx. 190,000m² of retail including 2 major anchor tenants (IKEA and Super C Hypermarket) and 450 tenancies and 8,000m² of car parking. The centre is to be broken into a number of precincts including main street, home furnishing district, canal walk, family dining district, evening dining district, education district and entertainment & wellness district. Pure Projects Singapore has been appointed the Tenancy Co-ordination Manager responsible for implementing the TC management system and overseeing the fit-out delivery of the 450 tenancies.

Services Provided: Tenancy Co-ordination Management Services
Duration: Current – May 2012
Project Value: THB 10 billion

FOUR SEASONS HOTEL & GOLF RESORT TIRACOL – GOA, INDIA

Pure Projects has been engaged by Leading Hotels Ltd after an international PM company was removed from the project. Our scope includes providing project and construction management services during the 36 month programme.

The proposed development is to be situated on a 309 acre plot of land overlooking the Arabian Sea and features 125 standard resort villas, 72 premium resort villas, 18 hole PGA Standard Golf Course designed by Colin Montgomerie, Club House, Food & Beverage Outlets, Fitness Centre and Spa Areas.

Services Provided: Project & Construction Management Services
Duration: Current – October 2014
Project Value: Confidential
KINGSWAY CITY ACTIVITY CENTRE – PERTH, WA AUSTRALIA

Second stage of a regional shopping centre and mixed use development located in City of Wanneroo and falling under the newly introduced Activity Centres Planning Codes. The next stage will include major road infrastructure works, new residential precinct (short stay accommodation), new commercial precinct, and additional retail space. The retail component will include an additional major supermarket, discount department store, 60 additional specialty stores, bulky goods, and additional food tenancies. Pure Projects will be responsible for overseeing the project management and tenancy coordination process from design development through to project handover.

Services Provided: Project Management & Tenancy Co-ordination Services
Duration: 2011 onwards
Project Value: AUD $90 - 100 million

MIDLAND GATE SHOPPING CENTRE STAGE 3 RETAIL EXPANSION – MIDLAND, AUSTRALIA

Third stage of a regional shopping centre and mixed use development site located in City of Swan in Western Australia. The next stage will include major road infrastructure works, 2 new format discount department stores, a new large format supermarket, a new food court, additional specialty stores, kiosks and basement and rooftop car parking. Pure Projects Perth competed against a field of 8 Project Management firms to secure the project and will be responsible for overseeing the project management process from design development through to project handover.

Services Provided: Project Management Services
Duration: Current – Nov 2014
Project Value: AUD $150 million
**STAR CITY CASINO VIP OUTDOOR GAMING & INFRASTRUCTURE – SYDNEY, NSW AUSTRALIA**

Pure Projects is providing Project Management services for the delivery of the new exclusive VIP Outdoor Gaming and Infrastructure project at Star City Casino in Sydney. The project involves extensive stakeholder consultation along with design and operational co-ordination as the works are being undertaken adjacent to operational gaming areas.

**Services Provided:** Project Management Services  
**Duration:** 12 months

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**CITIGATE HOTEL REFURBISHMENT – PERTH, AUSTRALIA**

Pure Projects Perth was recently engaged by a Singaporean client to procure the consultant and contractor team for this hotel refurbishment in Perth’s CBD. The upgrade will include minor room and substantial bathroom modifications to 278 rooms, façade, lobby and bar refurbishment, MEP services upgrade, upgrade from 3 to 4 star rating, new public area upgrades to operator standards, fire services and lift upgrade. The hotel will remain operational throughout the refurbishment.

**Services Provided:** Project Management Services  
**Duration:** Current – Dec 2012  
**Project Value:** Confidential

---

**SYDNEY AQUARIUM REFURBISHMENT – SYDNEY, NSW AUSTRALIA**

Pure Projects is providing Project Management services for the refurbishment of Sydney Aquarium, as part of the works Pure Projects are closely co-ordinating the upgrade of filtration system, relocation of fish stock, oceanarium refurbishment along with the total re-theming of the aquarium.

The works involve close coordination of an international team of design and theming consultants from Germany, England, New Zealand and Australia.

**Services Provided:** Project Management Services  
**Duration:** 8 months
**ESSENDON FOOTBALL CLUB TRAINING AND ADMINISTRATIVE FACILITY — TULLAMARINE, AUSTRALIA**

Pure Projects Melbourne is providing Project Management services for the design and construction of the new Training and Administrative Facility for the Australian Football League (AFL) club, Essendon Bombers.

The key focus for the project is to create an elite Sporting and Administrative Facility that will promote a level of excellence for the Club and its community.

**Services Provided:** Project Management Services

**Duration:** Current

**Project Value:** $25 million

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**SHORTLAND WATERS SENIORS LIVING / GOLF CLUB DEVELOPMENT — NEWCASTLE, AUSTRALIA**

The Project Management of design and delivery of the new Seniors Living project at Shortland Waters is being delivered by Pure Projects Sydney.

The project consists of 340 golf- course villas and units, self-care apartments and a medium to high-care complex. Along with the villas and apartments there will also be the construction of a new club house and upgrades to the golf course.

**Services Provided:** Project Management Services

**Duration:** Current – May 2013

**Project Value:** $100 million

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WENTWORTHVILLE LEAGUES CLUB CARPARK UPGRADE & CLUB REFURBISHMENT – SYDNEY, AUSTRALIA

Pure Projects Sydney is currently providing Project Management services to Wentworthville Leagues Club for the delivery of the carpark extension along with the extension and interior refurbishment of the entire club as the first two stages of their overall site master plan.

Pure Projects are closely coordinating all design and construction activities taking into consideration the ongoing operational nature of the Club.

Services Provided: Full Project Management Services

Duration: Current – Dec 2012

Project Value: $15 million

URBANEST STUDENT ACCOMMODATION — SYDNEY, AUSTRALIA

Pure Projects Sydney is providing Project Management services for the design and construction of the new 400 bed student accommodation development for Urbanest in Sydney.

The project involves the design of a unique and aesthetically pleasing building that incorporates green initiatives. Pure Projects are representing the Client throughout the entire design, construction and handover of the project.

Services Provided: Full Project Management Services

Duration: Current – July 2013

Project Value: $30 million
7.2 Completed Projects

### LE TOUSSEROK HOTEL RENOVATION – MAURITIUS

The delivery of this iconic 6 Star Hotel in Mauritius was undertaken by Colin Rothschild.

The development consisted of the following:

- 220 guest rooms;
- Beach reclamation, dredging and re-establishment of swimming bay;
- 4 new restaurants;
- Swimming Pool, Pool Deck and Pool Bar; and
- Full back of house facilities including a laundry.

**Services Provided:** Project Management Services  
**Programme:** 9 months  
**Project Value:** USD $40.7 million

### SKYPARK OBSERVATION DECK RETAIL BAR – MARINA BAY SANDS, SINGAPORE

Pure Projects Singapore provided the management of the design and construction of the new Skypark Observation Deck Retail Bar, which is located within the cantilever and will provide both a retail outlet for promotional material along with F&B services. Pure Projects had to co-ordinate the coring of the slab and running of drainage lines under the cantilever, which is one of the largest of its kind in the world.

**Services Provided:** Design management, authority submissions, client representation and construction management  
**Duration:** Completed Nov 2010  
**Project Value:** USD $3.0 million

### ERNIE ELS 18 HOLE USPGA GOLF COURSE AND CLUB HOUSE – MAURITIUS

Colin Rothschild was responsible for the delivery of this signature 18 Hole USPGA Championship Golf Course at Anahita, Mauritius.

The project consisted of the following:

- 18 Hole Championship Golf Course;  
- Club House; and  
- Golf Academy.

Full Project Management services were provided from project inception to close out.
# ANAHITA FOUR SEASONS HOTEL – MAURITIUS

Colin Rothschild was responsible for the delivery of another internationally acclaimed 6 Star Hotel located in Mauritius.

The development consisted of the following:

- 120 guest rooms;
- 30 villas;
- 80 apartments;
- Beach Village;
- Ernie Els Design Golf Course; and
- Land reclamation and dredging.

**Services Provided:** Project Management Services  
**Programme:** 30 months  
**Project Value:** USD $442 million

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# DALMA & AL YASSAT TOWERS (GLORIA HOTEL) – DUBAI, UNITED ARAB EMIRATES

2,100 fully-serviced 4 star apartments managed by Gloria Hotels International, 2 x towers of 40 levels with over 2000 car parking spaces, 600,000+ m² of Gross Floor Area in 1 and 2 bedroom formats including retail areas, food & beverage areas gymnasium, spa, commercial offices and podium level facilities.

Richard Coney played a key role as a Clients Representative managing all aspects of the construction and MEP contracts and subcontracts from commercial / contract management through to construction management, construction and safety supervision through to contract completion and handover.

**Services Provided:** Project Management Services  
**Duration:** 2004 - 2008  
**Project Value:** AED 600 million
THE PALACE HOTEL – SUN CITY, SOUTH AFRICA

Colin Rothschild played a key role as part of a team responsible for the delivery of this internationally renowned 7 Star Hotel and Resort in South Africa.

The project consisted of the following:

- 350 rooms;
- 4 restaurants;
- Bars;
- Large swimming pool, pool deck, pool bar;
- Extensive landscaping; and
- Full back of house and full infra-structure facilities including a laundry.

SOUQ MADINAT JUMEIRAH – DUBAI, UNITED ARAB EMIRATES

Jeff Wellburn played a key role in a construction team responsible for the delivery of this prestigious project in Dubai.

As Senior Construction Manager, Jeff was responsible for the Phase 3 project scope including 50,000 m² themed shopping mall, 8 themed restaurants, 40,000m² multi-purpose venue and banqueting hall, 400-seat theatre and 4-storey night club.

Services Provided: Project & Construction Management
Duration: 2002 - 2004
Project Value: USD $103 million

QV1 MIXED USE DEVELOPMENT – PERTH, AUSTRALIA

This landmark building located at the western end of Perth’s Central Business District stands 163m tall with 38 levels of office, retail and plaza area multi-deck including basement parking facilities and 2 plant room levels. Peter Coney led a design and construction team responsible for overseeing the final design and construction from tender through to project handover.

Services Provided: Design & Construction Project Management Services
Duration: 1988 - 1991
Project Value: AUD $250 million
PERTH CONVENTION & EXHIBITION CENTRE – PERTH, AUSTRALIA

The centre includes 6 exhibition halls, 2,500 seat theatre, function & ball rooms, a hotel and office building. As State Contract Manager’s Representative, Peter Coney led a team responsible for overseeing the design development process, to ensure the developer incorporated the features required under the brief and offered under the proposal.

During the construction phase of the project, the Project Management team ensured that the facilities built were “fit for purpose” and of a quality such to allow the end user to commence attracting and retaining convention & exhibition business.

Services Provided: Project Management Services
Duration: 1998 - 2004
Project Value: AUD $350 million

SUNCOST CASINO – DURBAN, SOUTH AFRICA

Barry Freeman was responsible for the delivery of this prestigious Hotel & Casino development in Durban.

The development consisted of the following:
- 165 rooms
- Conferencing facilities
- 10 restaurants
- Cinemas
- Amphitheatre
- Casino gaming area covering 7,000sqm

Full Project Management services were provided from project inception to close out of defects and commissioning.

THE RIDGE CASINO & HOTEL – WITBANK, SOUTH AFRICA

Barry Freeman was responsible for the delivery of this regional Casino in Witbank, South Africa.

The development consisted of the following:
- 200 Slots
- 7 Tables
- 40 Room Hotel
- 2 Cinemas

Full Project Management services were provided from project inception to close out of defects and commissioning.
PALAZZO HOTEL AT MONTECASINO – JOHANNESBURG, SOUTH AFRICA

Barry Freeman was responsible for the delivery of this 5 Star Tuscany Themed Hotel located in Johannesburg.

The development consisted of:

- 256 rooms, Presidential Suites;
- A Casino with slots, table games, a poker suite;
- Restaurants, Bars and Coffee Shops;
- Nightclub and Comedy Club;
- Food court with Fast Food outlets;
- Theatres - The Teatro at Montecasino and the Pieter Toerien Theatre;
- Child Care Facility;
- Montecasino Bird Gardens with a variety of birds, mammals, reptiles and unusual animals from around the world;
- A 15 cinema complex operated by NuMetro;
- Shopping outlets;
- Outdoor Piazza featuring Musical Fountains; and
- Conference and events facilities.

SANDTON CONVENTION CENTRE – JOHANNESBURG, SOUTH AFRICA

Barry Freeman was responsible for the delivery of the Sandton Convention Centre located in Johannesburg.

The development consisted of the following:

- 65 000 m² GBA
- 22 000 m² of convention area.
- 4000 people in one (column free) room (54m span).
- Accommodates up to 10,000 visitors at several independent venues simultaneously.

Full Project Management services were provided from project inception to close out of defects and commissioning.

AIRPORT SUN INTERCONTINENTAL HOTEL – JOHANNESBURG, SOUTH AFRICA

Barry Freeman was responsible for the delivery of this 5 Star Hotel located at Johannesburg Airport.

The development consisted of 130 rooms and was remodeled from an existing office block into a Hotel.

Full Project Management services were provided from project inception to close out of defects and commissioning.
HILTON HOTEL – DURBAN, SOUTH AFRICA

Barry Freeman was responsible for the delivery of this 5 Star business hotel located next to the Convention Centre in Durban.

The development consisted of the following:

- 327 Guest Rooms
- Fitness Room
- Swimming Pool
- Shopping Arcade
- Restaurants Bars
- Function Rooms

Full Project Management services were provided from project inception to close out of defects and commissioning.

SHANGRI-LA HOTEL REFURBISHMENT – SYDNEY, AUSTRALIA

David Williams was responsible for the major refurbishment and regeneration of the Cafe Mix Restaurant, Cafe Mix Kitchen, Blu on 36 Bar, Pool, Gymnasium and new Chi Spa located in the heart of Sydney.

The project was delivered in an operational hotel, with close liaison required between the hotel staff and the building team.

Services Provided: Project Management Services
Duration: Completed 2009

SANCY BAR RESTAURANT CONVERSION – MARINA BAY SANDS INTEGRATED RESORT, SINGAPORE

Pure Projects Singapore provided full Project and Construction Management services for the refurbishment of the Sancy Restaurant servicing the Casino area at Marina Bay Sands Integrated Resort. The project was undertaken on a fast track programme in a live operational gaming environment, the end product being Fat Choi Express to cater the growing demand for fresh food options inside the Casino.

Services Provided: Project & Construction Management Services
Duration: Completed Dec 2011
Project Value: SGD $2 million
## HIDE YAMAMOTO JAPANESE RESTAURANT – MARINA BAY SANDS CASINO, SINGAPORE

Pure Projects Singapore recently assisted in the delivery of the Hide Yamamoto Restaurant located within the Marina Bay Sands Casino in Singapore. In this particular instance, we have acted as the interface between our client Marina Bay Sands and the owners and operators of the restaurant. The project was delivered on time and within budget.

<table>
<thead>
<tr>
<th><strong>Services Provided:</strong></th>
<th>Project &amp; Construction Management</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Duration:</strong></td>
<td>Complete Nov 2010</td>
</tr>
<tr>
<td><strong>Project Value:</strong></td>
<td>SGD $1.5 million</td>
</tr>
</tbody>
</table>
8.0 Committed to the Environment

Pure Projects are committed to the environment and seek to incorporate building and material solutions that have a positive impact on the community and the environment.

We committed to providing our clients with the best advice and outcomes. We work with our clients to implement practical solutions that take into account and assess the whole of life cost and suitability of energy saving solutions.

Our in house Green Star accredited professionals assess each project in relation the Green Building Council Green Star assessment tools and take into account capital cost, comparative energy savings, environmental impact, operational and maintenance costs to provide our clients with a holistic easy to understand assessment to enable informed decisions on capital expenditure.
9.0 The Pure Projects Promise (PPP)

The Directors of Pure Projects have a long history of delivering client focused and innovative Project Management support to Clients both in Australia and abroad. Pure Projects ensure that a Director is involved with every project and is passionate about delivering value added services that provide their clients with greater project certainty and reduce the risk of exposure to cost, time and contractual disputes. Pure Projects are focussed on and have been successful in growing their Project Management business based on repeat business from valued Clients.

With this Pure Projects provides each client with Pure Projects Promise (PPP) where the Directors stand by the projects and provide Clients with all the technical knowledge and resourcing support required to deliver on all project contractual obligations.

Pure Projects believes in partnering with their Clients and providing personalised project solutions that are reflective of the project and consistently meet Client’s requirements.

“The inclusion of a specialist Tenancy Co-ordinator in any Retail Development Team is essential to delivering the ultimate goal of any shopping centre development - shops open and trading on time. Pure Projects have ensured the successful delivery of over 240 shops to date in the Shoppes at Marina Bay Sands in what have often been difficult site conditions and tight time frames. Their tracking and reporting tools have also ensured that as the client we are always up-to-date with the status of all shops. Their management team is always accessible to us at short notice for any matter.”

Mr. Justin Dangerfield
Associate Director Retail Development
MARINA BAY SANDS PTE LTD
## 10.0 Contact Details

<table>
<thead>
<tr>
<th>Location</th>
<th>Name</th>
<th>Contact Details</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>SYDNEY</strong></td>
<td>David Williams – Director</td>
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<tr>
<td></td>
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