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ABOUT LUM CHANG

Began as a sole proprietor in
the construction business in
the 1940s

Incorporated in Singapore in
September 1982; subsequently
listed on the Singapore Exchange
In December 1984

Has since grown to become one
of the leading local builders in
Singapore as well as a renowned
property developer

OUR CORE BUSINESS

Construction

Built many of Singapore's
Landmarks and iconic buildings

Property Development And Investment

Renowned developer in Singapore
and Malaysia

Investments in Singapore and
the United Kingdom

OUR REACH

Has businesses in **Singapore,**
Malaysia and the **United**
Kingdom with focus on
construction, property
development and investment

To be a quality property
developer and leading builder
in Singapore and in the region

OUR VISION

We are committed towards **global
sustainability, safety, quality
excellence** and **value creation**
for all our stakeholders

OUR MISSION

We establish **partnerships**
with strategic players and
deliver projects **exceeding
clients' satisfaction**

We are a progressive organisation
that fosters a **people-excellence
culture** based on merit and
equal opportunity

OUR VALUE PROPOSITION

Technologically **advanced** and **innovative** construction solutions

Dynamic and **high-performing** team of committed professionals

Extensive **expertise** and **experience** in a diverse range of projects

Financially-strong with good **corporate governance**

High quality standards

Strong Environmental, Health and Safety values

Lum Chang's success is driven by our people. Their **commitment** to offer **value-added solutions** to overcome numerous engineering challenges have enabled us to successfully deliver the many complex projects that we see in Singapore's landscape today.

Our people are an integral part of our business. With their hard work, dedication and innovation, the awards and repeat customers that we have garnered over the years are a **testimony** of the industry's **recognition** of Lum Chang's journey from **strength to strength**.

**OUR
PEOPLE**





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CAPABILITIES AND SERVICES

Fully integrated services to translate clients' vision into reality

■ Build Only

■ Design & Build

■ Infrastructure
Development

■ Construction
Management

■ Project
Management

■ Restoration of
Properties for
Conservation

■ Major
Upgrading

KEY FACTS AND FIGURES

>80 Years of construction experience

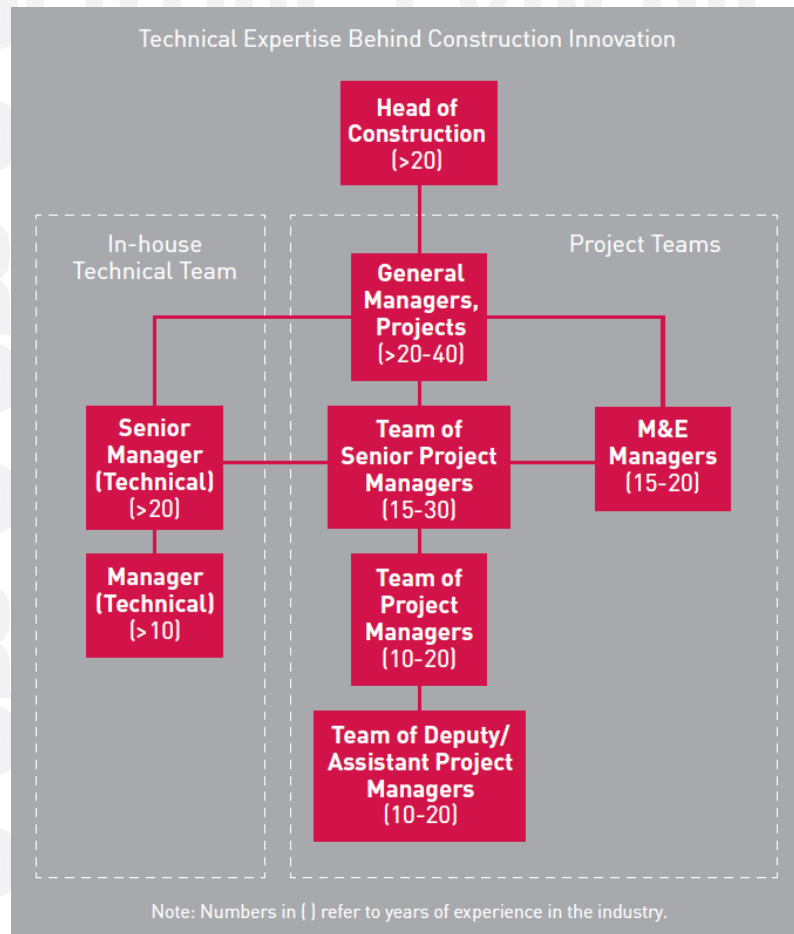
Backed by portfolio of projects valued at >S\$11.7 Billion

Completed more than 170 major construction projects since 1972

S\$1.1 Billion worth of order book outstanding at end Dec 2023

1st local contractor to clinch an MRT Design and Build main contract independently

EXPERIENCE AND EXPERTISE



Lum Chang's ability to deliver projects on time and to the best quality for our clients is backed by a more than 20-member senior management team leading our pool of 600 plus-strong highly skilled, competent and dedicated workforce with the tenacity to give the best in what they do.

With their rich and diverse experience in the industry and strong engineering fundamentals, our passionate senior management team provide strong strategic and technical leadership to both on-site and centralised technical departments, steering our project teams through a wide range of projects. From high rise buildings to deep underground infrastructure works.

ENVIRONMENTAL AND SOCIAL RESPONSIBILITY

Lum Chang is committed to being an environmentally and socially responsible builder

We proactively engage all necessary resources and implement a framework and programme to prevent ill-health, injury and pollution in our workplace.

**Our Quality,
Environmental, Health
and Safety Policy**

We are committed to using our natural resources efficiently, and minimising waste and pollution. We endeavour to mitigate negative impacts to the general public, and ensure that public safety is not compromised.

**Our Green and
Gracious Policy**

RECENT AWARDS AND ACCOLADES

> 2020

LTA Annual Safety Award Convention 2020
- Construction Safety Merit Award (Cat A)
- Accident-Free Recognition Award (Cat 1)
Tanah Merah MRT Station (Contract T315)

BCA Construction Excellence Award 2020 - Excellence
- Mapletree Hi-Tech Park at Kallang Way

BCA Construction Excellence Award 2020 - Excellence
- Northpoint City

BCA Green & Gracious Builders Award 2020
- Star Champion

JTC Construction Safety Award 2020
Woodlands North Coast

BCA Green Mark Platinum Award, 2020
- Woodlands North Coast - 7 North Coast
- PSA Liveable City

> 2020

WSH Performance (Silver) Award 2020

WSH Performance (SHARP) Award 2020 for
- Tanah Merah MRT Station (Contract T315)
- North-South Corridor - Tunnel (Contract N110)
- Tekka Place

> 2021

BCA Design & Engineering Safety Awards, 2021
- Tekka Place

BCA Construction Excellence Award 2021- Merit
- Tekka Place

BCA Integrated Digital Delivery Gold Award
2021, Firm Category

BCA Integrated Digital Delivery Gold Plus Award,
2021
- North-South Corridor - Tunnel (Contract N110)

> 2022

BCA Built Environment Transformation Award,
2022
- Woodlands North Coast

BCA Built Environment Transformation Award,
2022
- PSA Liveable City

BCA Green Mark Platinum Award, 2022
- Mapletree Hi-Tech Park at Kallang Way

> 2023

Singapore Concrete Institute (SCI) Excellence
Awards 2023
- Woodlands North Coast

RoSPA Health & Safety Awards 2023 - Silver

BCA Green Mark Platinum Award, 2023
- Mandai East Arrival Node

ACCREDITATIONS

Quality

Management System Certificate

ISO 9001 : 2015

Design Management, Piling, Building &
Civil Engineering Construction Services

Environment

Management System Certificate

ISO 14001 : 2015

Piling, Building & Civil Engineering
Construction Services

Occupational Safety and Health

Management System Certificate

ISO 45001 : 2018

Piling, Building & Civil Engineering
Construction Services




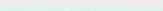














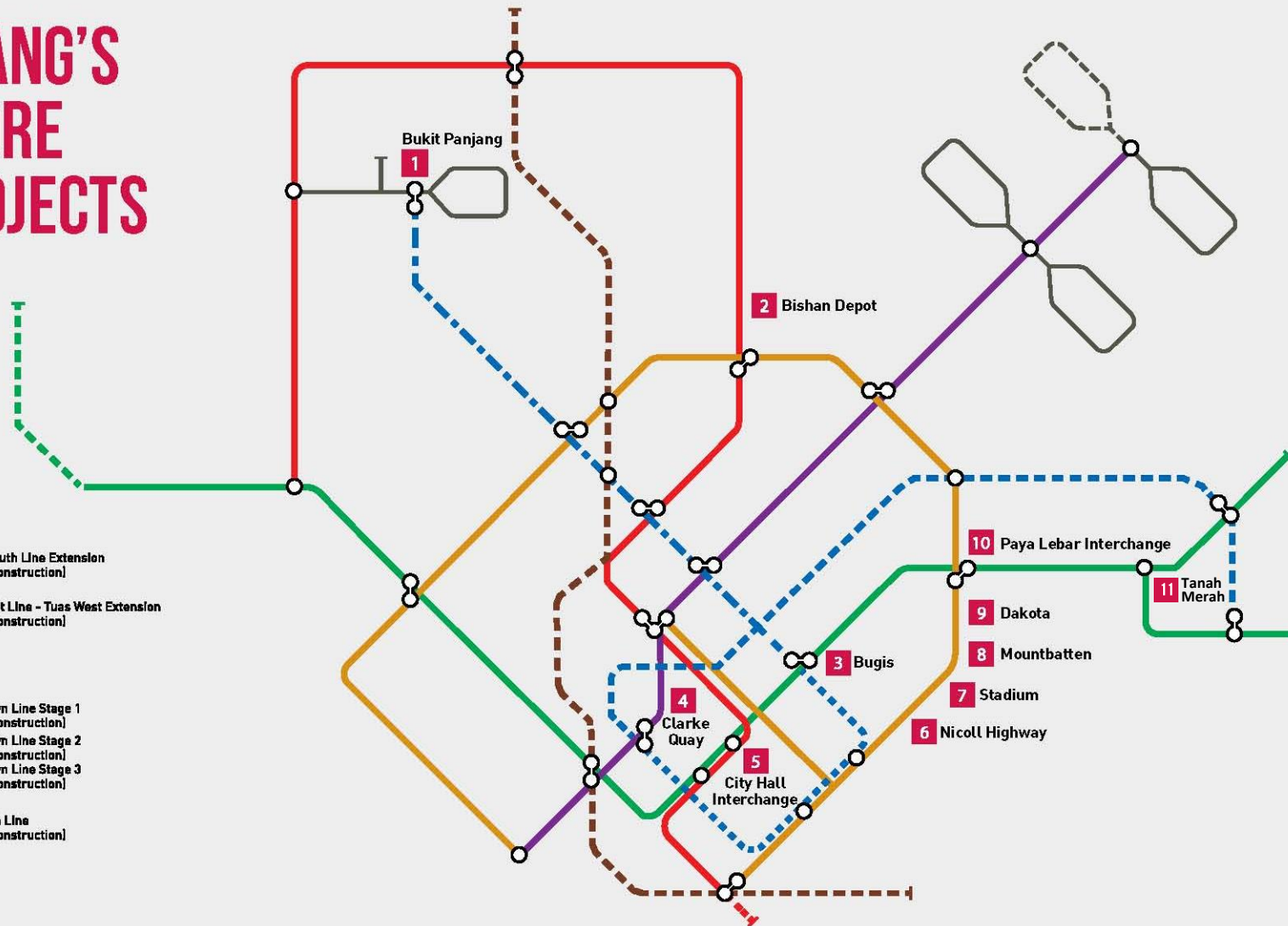


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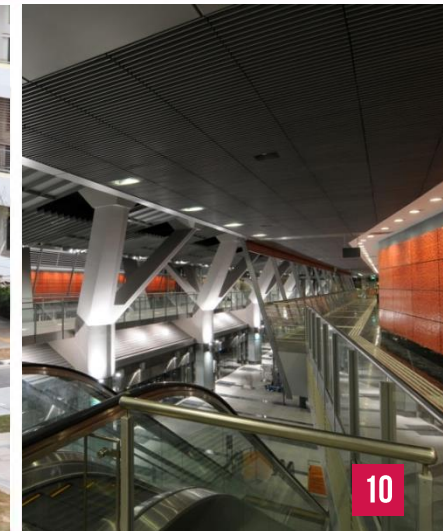
LUM CHANG'S SINGAPORE MRT PROJECTS

Legend

 North South Line NS	
 North South Line Extension (Under construction)	
 East West Line EW	
 East West Line - Tuas West Extension (Under construction)	
 North East Line NE	
 Circle Line CC	
 Downtown Line DT	
 Downtown Line Stage 1 (Under construction)	
 Downtown Line Stage 2 (Under construction)	
 Downtown Line Stage 3 (Under construction)	
 Thomson Line TS	
 Thomson Line (Under construction)	
 Bukit Panjang LRT BP	
 Sengkang LRT SK	
 Punggol LRT PG	
 Interchange Station	



CITY HALL INTERCHANGE



PAYA LEBAR INTERCHANGE

MRT DOWNTOWN LINE STAGE 2 CONTRACT 912

Client
Land Transport Authority

Description
**Design and construction of station at
Bukit Panjang and tunnels including
three basement levels (concourse
platform and under-platform)**

Location
Bukit Panjang, Singapore

Contract Value
S\$505 million

Award
**BCA Construction Productivity Award – Projects
(Platinum), 2017
BCA Construction Excellence Award, Civil
Engineering Projects Category, 2017
LTA Excellence Awards 2016 (Best Managed
Rail/Road Infrastructure – Project Partner
Category)**

Completed in 2015





Completed in mid 2015, the C912 project scope included an underground station with three basement levels (which also serves as a Civil Defence shelter) and a 1.8km cut-and-cover tunnel stretching from C911 (Gali Batu Depot) to the C913 bored tunnel in front of The Linear residential development.

C912

Engineering Challenges at C912

Deep Excavations

Deep excavation works of up to 25m below ground level

Piling and blasting of Bukit Timah granite formation

Underpinning Works for Bukit Panjang LRT Pier P521

Value-engineered solution for underpinning works at P521 (located in between the DTL2 tunnels)

Integration of existing pilecap with post-tensioned (PT) transfer beam, supported at the ends by a diaphragm wall that was already employed for Earth Retaining and Stabilising Structures (ERSS)

Resulted in less disturbances to existing piles during construction and a more robust strutting system for excavation and construction



Extent of Excavation Works as Seen from Top Views



LRT Viaduct Pier P521 Underpinning



Canal Underpinning

Underpinning Works for Canal

Necessary underpinning works for a 21m canal located along Woodlands Road, to construct tunnels below

Proposed new design and innovative construction method of underpinning entire canal box with micropiles

New method posed less construction risk and eliminated risk of damage to SingTel cables



Rock Fissure Grouting

Rock Fissure Grouting through Reservation Ducts in Diaphragm Walls/Secant Bored Piles

Introduced Swedish technique of rock fissure grouting using microfine cement to cut off seepage during rock excavation

C912

Utility Diversions

Innovative and robust utility support designs for diversion of larger-sized utilities

Fabricated and installed steel manholes, supported under traffic and construction decks, thereby overcoming difficulties in supporting reinforced concrete manholes

Traffic Diversions

Project site located at a highly built-up area with substantial traffic flow

Diversions planned to cause minimal disruptions and disturbances to other stakeholders

Innovative design solutions such as signalised roundabout at a busy road junction



Traffic Diversions at Various Locations Along Project Site



A Section of Completed Tunnel



MRT CIRCLE LINE STAGE 2 CONTRACT 823

Client
Land Transport Authority

Description
Construction and completion of stations
at Mountbatten, Dakota and Paya Lebar
including tunnels

Location
Mountbatten Road/Old Airport Road/
Paya Lebar Road

Contract Value
S\$322 million

Award
BCA Construction Excellence Award
(Civil Engineering Projects Category), 2011

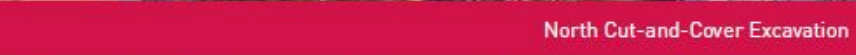
Completed in 2009

C823

Part of the fully underground Circle Line (CCL), Stage 2 is a section of approximately 5.4km length running from Stadium Boulevard to Upper Paya Lebar. There are five stations and one depot, with the Paya Lebar Station serving as an interchange for the existing East-West Line (EWL) as well.

Contract 823 (C823) comprises the construction of three MRT stations (two of which are Civil Defence shelters), as well as 1.66km of bored tunnel and 150m of cut-and-cover tunnels. Under this contract, Lum Chang took on the works at Paya Lebar Station, the cut-and-cover tunnels north and south of the station, as well as the canal upgrading from Paya Lebar to Tanjong Katong (including box bridge culverts at Geylang, Guillemard and Dunman).





Excavation for Station and Cut-and-Cover Tunnels

Bottom-up construction within strutted diaphragm wall used to construct station and tunnels



C823

Underpinning Works for Paya Lebar Station

Underpinning works required to facilitate removal of obstructing piled foundations of existing EWL viaduct piers (Piers 115E and 115W)

Vertical loading of existing piers transferred to new frame system, comprising transfer beams, jacks and barrette piles

First such operation carried out in Singapore on a live MRT viaduct

Real-time monitoring of piers and viaducts to ensure work suspension level not breached during construction

Underpinning carried out successfully and safely with no impact on EWL operations



Location of Existing Piers in Relation to New CCL Station
(Bounded by Red Line)



Photos of Existing Piers that Require Underpinning

CHANGI WATER RECLAMATION PLANT — CONTRACT 2B

Client
Public Utilities Board

Description
Construction of an influent pumping station that forms a part of the PUB's S\$2 billion state-of-the-art Deep Tunnel Sewerage System (DTSS)

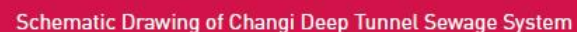
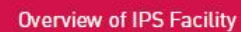
Location
Changi, Singapore

Contract Value
S\$215 million

Award
BCA Award for Construction Excellence, (Civil Engineering Projects Category), 2008

Completed in 2007





Phase 1 of the PUB's Deep Tunnel Sewerage System (DTSS) covers the northeastern part of the island, and uses cross-island deep tunnels to intercept wastewater and convey it by gravity to the new Changi Water Reclamation Plant (CWRP).

Lum Chang was commissioned by the PUB to build the Influent Pumping Station (IPS) Facility of the CWRP. The IPS Facility receives influent from the DTSS at 60m below ground level and pumps it to the treatment facility through large diameter pressure pipes.

Our scope of Civil Works included the construction of the following key structures:

Three 70m deep shafts and the IPS Building located atop; twin running underground pipelines of 1.5km length by 4.3m diameter; two Sub-Station, a 32m tall Effluent Junction Chamber (EJC), Fuel Tank Building.

CONTRACT 2B

Technical Expertise

Construction Expertise in Safe Temporary Works

Substantial temporary works, bulk of which were designed and executed in-house

Extensive shoring and strutting work for 13m wide by 18m deep braced excavation for underground pipelines

Specially designed diaphragm wall to restrict ground movements within specified limit; used along 500m stretch adjoining Tanah Merah Coast Road and the Sea-Face Cut-off Wall

Value-Engineering Capability

Value-engineered proposal for the high-pressure 4.3m diameter underground twin pipelines from steel to concrete

Pipelines built using cast-in-situ High Density Polyethylene (HDPE) lined reinforced concrete for better long-term corrosion protection

Innovative combination of custom-made self-travelling formwork from Italy, and a special high-flow concrete mix to enable casting of pipeline encasement with minimum compaction

Short six to seven-day cycle for each twin 13m length casting



Temporary Works for Shafts and Pipelines



Casting Cycle of Pipelines

Casting of thick floor slabs

Sandwich concept' developed to prevent thermal cracking
due to temperature difference

Poured concrete at different temperatures, using a combination of Ordinary Portland Cement and Low-heat Cement, in layers to achieve optimal adiabatic composite

Specialised M&E works

Procured and installed specially imported technical equipment
such as large knife gate valves and ball valves

Ensured smooth equipment performance despite not having prior experience in this area

Transport of materials

Worked with specialist fabricator to transport large steel pipe sections on barges, from fabrication yard in Jurong to project site in Changi by sea to overcome logistic issues in transporting by road



ONGOING INFRASTRUCTURE PROJECTS



THE METROPOLIS

MIXED DEVELOPEMENT

Client

Ho Bee (One North) Pte Ltd

Description

**21 and 23-storey office towers with
three levels of basement car park**

Location

North Buona Vista Drive, Singapore

Contract Value

S\$298 million

Award

BCA Construction Excellence Award 2015

**BCA Construction Productivity Award –
Projects (Gold) 2015**

Completed in 2013



THE METROPOLIS

This project involved the construction of two tower blocks with three basements of car park, as part of the One North Development. Due to the relatively short construction period of 30 months and the requirement to achieve early TOP for Tower One by 27 months, the design of Earth Retaining or Stabilising Structures (ERSS) works was critical in ensuring that excavation works could be carried out efficiently and safely.

THE METROPOLIS

Engineering Challenges at Metropolis

Close Proximity to Neighbouring Structures

Project site directly adjacent to the underground Buona Vista Station (Circle Line), with permanent basement walls just 6m from the outer edge of underground MRT structures

Close to existing Ministry of Education Complex

13.5m excavation for three basement car parks need to be done with minimal impact to neighbouring structures, especially the MRT station



Overall Site Plan

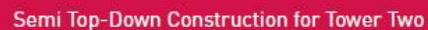


Construction in Progress



Contiguous Bored Pile with full top-down construction method
necessary to meet the tight schedule for Tower One

Allowed superstructure works to concurrently proceed while excavation works for basement were on-going



Hybrid system that can be applied due to longer time frame
for Tower Two





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PSA LIVEABLE CITY

OFFICE

Client
PSA Corporation Ltd

Description
**20-storey office tower and
an adjacent 4-storey block with
recreational amenities**

Location
Harbour Drive, Singapore

Contract Value
S\$137 million

Award
**BCA Awards 2022 –
Built Environment Transformation Award,
Commercial Category**

Completed in 2021





TEKKA PLACE

MIXED DEVELOPMENT

Client
Corwin Holdings Pte Ltd

Description
Mixed development with retail podium and hotel. Adjoining annex block will undergo major refurbishment to include retail and parking facilities and also a rooftop commercial-cum-culture space

Location
2 Serangoon Road, Singapore

Contract Value
S\$86 million

Award
BCA Construction Excellence Award, Commercial/Mixed Development Buildings Category – Merit 2021

BCA Design & Engineering Safety Awards, Project Category, 2021

TOP obtained on 26 November 2019

NORTHPOINT CITY

MIXED DEVELOPMENT

Client

**North Gem Development Pte Ltd and FC
North Gem Trustee Pte Ltd as trustee-
manager of North Gem Trust**

Description

**Three-storey podium block comprising
retail, community club and bus
interchange with two basements and
mezzanine of retail and carparks, and 12
Blocks of 10-storey residential
development above**

Location

Yishun Central 1 / Yishun Avenue 2

Contract Value

S\$478 million

Award

**BCA Construction Excellence Award,
Commercial/Mixed Development Buildings
Category – Excellence 2020**

Completed in 2018





KAMPUNG ADMIRALTY

MIXED DEVELOPMENT

Client
Housing & Development Board

Description
**Public housing, medical centre,
hawker centre, commercial/social
communal facilities with two-level
basement carpark**

Location
**Admiralty Integrated Development at
Woodlands Neighbourhood 6 Contract
26, Singapore**

Contract Value
S\$128 million

Award
**BCA Construction Excellence Award,
Commercial / Mixed Development
Buildings Category – Excellence 2019
BCA Construction Productivity Award
(Projects) – Platinum, 2019**

Completed in 2017

DNV TECHNOLOGY CENTRE

OFFICE

Client

Ascendas Land (Singapore) Pte Ltd

Description

**One block of seven-storey and
two blocks of eight-storey
business park development**

Location

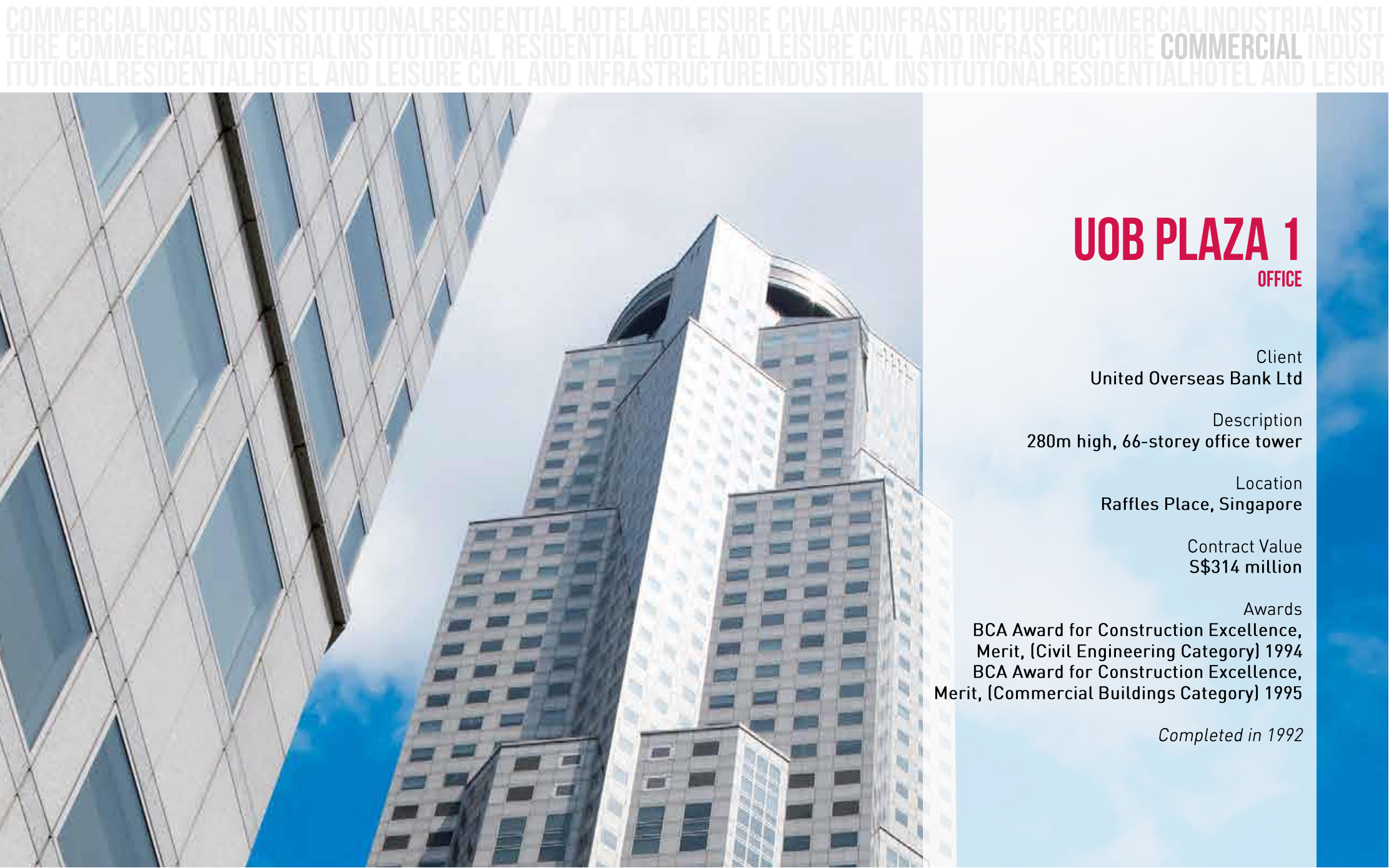
Science Park Drive, Singapore

Contract Value

S\$152 million

Completed in 2015





UOB PLAZA 1

OFFICE

Client
United Overseas Bank Ltd

Description
280m high, 66-storey office tower

Location
Raffles Place, Singapore

Contract Value
S\$314 million

Awards
BCA Award for Construction Excellence,
Merit, (Civil Engineering Category) 1994
BCA Award for Construction Excellence,
Merit, (Commercial Buildings Category) 1995

Completed in 1992

AMK HUB

MIXED DEVELOPMENT

Client

SLF AMK Pte Ltd

NTUC Income Insurance Co-operative Ltd

NTUC Fairprice Co-operative Ltd

Description

Four-storey retail mall with two retail basements and one basement carpark, including a bus interchange and connecting access to Ang Mo Kio MRT station

Location

Ang Mo Kio, Singapore

Contract Value

S\$129 million

Completed in 2007





PARAGON

MIXED DEVELOPMENT

Client
**Times Properties Pte Ltd,
Orchard 290 Ltd**

Description
**A&A works to existing retail mall and
construction of new 14-storey office tower**

Location
Orchard Road, Singapore

Contract Value
S\$116 million

Award
**BCA Award for Construction Excellence,
Merit, (Commercial Buildings Category)
2002**

Completed in 2001

NUCLEOS

OFFICE

Client

Ascendas Venture Pte Ltd

Description

Seven-storey commercial development with mezzanine floor and basement car park

Location

Biopolis Road/Biomedical Grove, Singapore

Contract Value

S\$92 million

Completed in 2013





BUGIS JUNCTION
RETAIL



CAUSEWAY POINT
RETAIL



CHANGI BUSINESS PARK
OFFICE



TWENTY ANSON
OFFICE

MAPLETREE HI-TECH PARK

Client

**DBS Trustee Limited as Trustee of
Mapletree Industrial Trust**

Description

**Construction of two multi-user general
industrial buildings**

Location

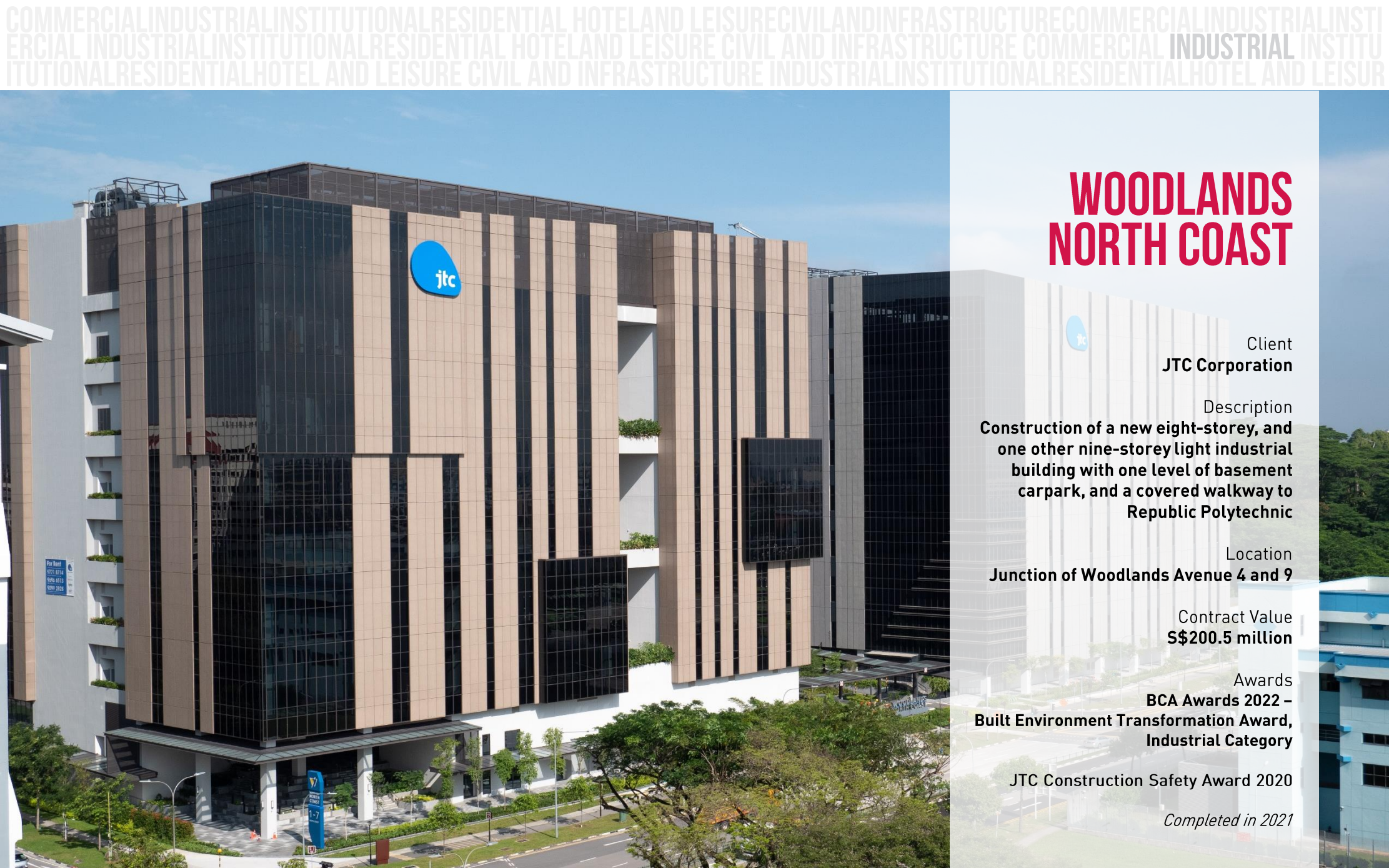
**Kallang Way (part of the Geylang
Planning Area)**

Contract Value

S\$189 million

Completed in 2023





WOODLANDS NORTH COAST

Client
JTC Corporation

Description
Construction of a new eight-storey, and one other nine-storey light industrial building with one level of basement carpark, and a covered walkway to Republic Polytechnic

Location
Junction of Woodlands Avenue 4 and 9

Contract Value
S\$200.5 million

Awards
BCA Awards 2022 – Built Environment Transformation Award, Industrial Category

JTC Construction Safety Award 2020

Completed in 2021

HI-SPECIFICATION INDUSTRIAL BUILDING

Client

**DBS Trustee Limited as Trustee of
Mapletree Industrial Trust**

Description

**Construction of a 14-storey multi-user
high-specification building with two-
storey carpark, and asset enhancement
works for three existing buildings**

Location

**Junction of Boon Keng Road
and Kallang Place**

Contract Value

S\$60.8 million

Award

**BCA Construction Excellence Award,
Industrial Buildings Category –
Excellence 2020**

Completed in 2018





DRIL-QUIP MANUFACTURING FACILITY

Client
Dril-Quip Asia Pacific Pte Ltd

Description
**Industrial complex with 12 buildings
serving as Dril-Quip Asia Pacific's
manufacturing facility and office**

Location
Tuas South Avenue 1, Singapore

Contract Value
S\$47 million

Award
**BCA Award for Construction Excellence,
(Industrial Buildings Category), 2013**

Completed in 2011

LUM CHANG BUILDING

Client

**Lum Chang Property
Investments Pte Ltd**

Description

Nine-storey industrial development

Location

14 Kung Chong Road, Singapore

Contract Value

S\$18 million

Completed in 2012





CORPORATION PLACE



TECHNOPARK @ CHAI CHEE



ASIA PACIFIC BREWERIES



CATERPILLAR WAREHOUSE

CROWNE PLAZA CHANGI AIRPORT

Client

LC Airport Hotel Pte Ltd

Description

Nine-storey hotel

Location

Changi Airport Terminal 3, Singapore

Contract Value

S\$77 million

Award

**BCA Design and Engineering Safety
Excellence Award, Merit, (Commercial
Buildings Category), 2009**

Completed in 2009



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MARRIOTT SINGAPORE

Client
Tang Choon Keng Realty (Pte) Ltd,
CK Tang Limited

Description
Five-star unique oriental-style hotel

Location
Orchard Road, Singapore

Contract Value
S\$77 million

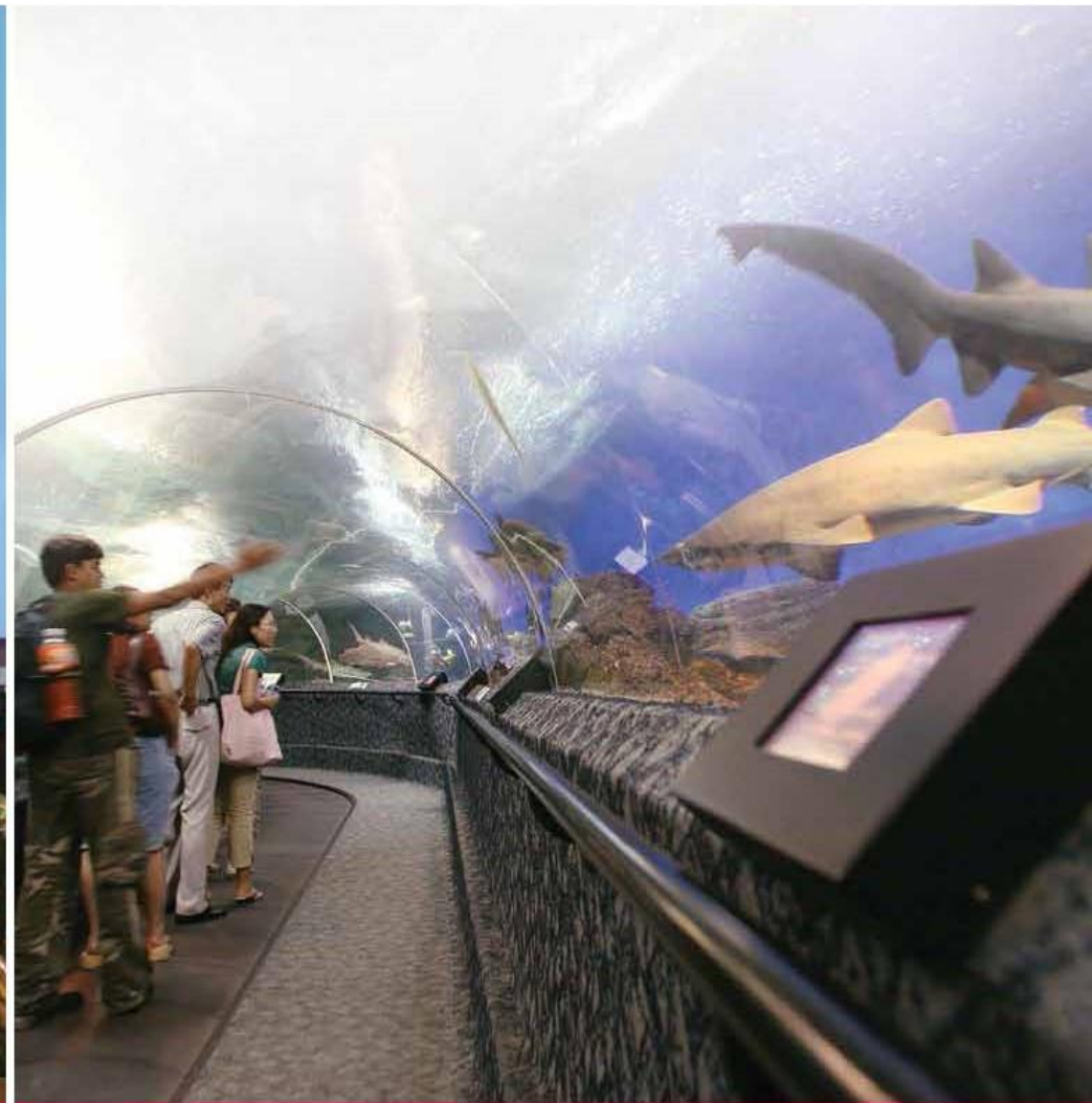
Completed in 1985

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INTERCONTINENTAL SINGAPORE



SENTOSA UNDERWATER WORLD

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THE GLADES

Client
Sherwood Development Pte Ltd

Description
Six blocks of 12-storey, one block of 11-storey and two blocks of 10-storey residential condominium

Location
Bedok Rise, Singapore

Contract Value
S\$179 million

Award
**BCA BIM Awards 2017
(Projects Category – Gold)**

Completed in 2016

RIPPLE BAY

Client
MCL Land (Pasir Ris) Pte Ltd

Description
**Four blocks of 12-storey resort-style
condominium**

Location
**Jalan Loyang Besar / Pasir Ris Drive 4,
Singapore**

Contract Value
S\$144 million

Completed in 2015





COMPASS HEIGHTS



THE LEVELZ



ESPARINA RESIDENCES



CASABELLA

NATIONAL LIBRARY

Client

National Library Board

Description

15-storey library block with a drama centre and 16-storey programming block with three basements

Location

Victoria Street, Singapore

Contract Value

S\$204 million

Awards

**BCA Award for Construction Excellence,
(Institutional Buildings Category), 2007**

**BCA Universal Design Award, Silver,
(Institutional Buildings Category), 2007**

**BCA Best Buildable Design Award, Merit,
(Institutional Buildings Category), 2006**

Green Mark Platinum Award, 2006

**Asean Energy Award, (Energy Efficient
Building-New and Existing Category),
2007**

Completed in 2005



COMMERCIAL INDUSTRIAL INSTITUTIONAL RESIDENTIAL HOTEL AND LEISURE CIVIL AND INFRASTRUCTURE COMMERCIAL INDUSTRIAL INSTITUTIONAL RESIDENTIAL HOTEL AND LEISURE CIVIL AND INFRASTRUCTURE COMMERCIAL INDUSTRIAL INSTITUTIONAL RESIDENTIAL HOTEL AND LEISURE CIVIL AND INFRASTRUCTURE



NATIONAL UNIVERSITY OF SINGAPORE

Client
National University of Singapore

Description
Construction and A&A works for various buildings at NUS Campus

Location
Kent Ridge Road, Singapore

Contract Value
S\$245 million

Completed in phases between 1970s and 1980s

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NATIONAL UNIVERSITY HOSPITAL



TAN TOCK SENG HOSPITAL

COMMERCIAL INDUSTRIAL INSTITUTIONAL RESIDENTIAL HOTEL AND LEISURE CIVIL AND INFRASTRUCTURE COMMERCIAL INDUSTRIAL INSTITUTIONAL RESIDENTIAL HOTEL AND LEISURE CIVIL AND INFRASTRUCTURE COMMERCIAL INDUSTRIAL INSTITUTIONAL RESIDENTIAL HOTEL AND LEISURE CIVIL AND INFRASTRUCTURE



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