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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

ABOUT LUM CHANG

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

OUR PEOPLE

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**.





CONSTRUCTION

CAPABILITIES AND SERVICES

Fully integrated services to translate clients' vision into reality

- Build Only
- Infrastructure Development
- Project Management
- Major Upgrading
- Design & Build
- Construction Management
- Restoration of Properties for Conservation

KEY FACTS AND FIGURES

>80 Years of construction experience

Backed by portfolio of projects valued at

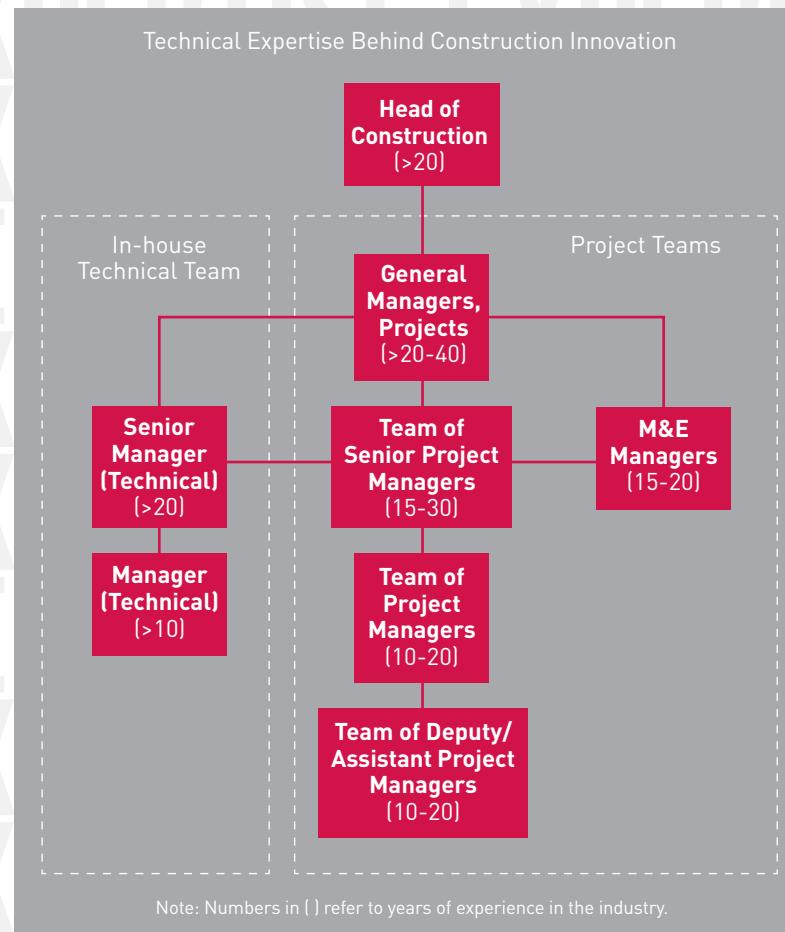
>S\$11.5 Billion

Completed more than 170 major construction projects since 1972

S\$1.81 Billion worth of order book outstanding at end June 2021

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

2019

WSH Performance (Silver) Award 2019

WSH Performance (SHARP) Award 2019 for
- Tanah Merah MRT Station (Contract T315)
- Tekka Place
- Northpoint City

2020

BCA Construction Excellence Award, Industrial Buildings Category, Excellence 2020
Kingston

BCA Construction Excellence Award,
Commercial / Mixed Development Buildings Category, Excellence 2020
Northpoint City

2020

BCA Green & Gracious Builders Award 2020
- Star Champion

BCA Green Mark Gold^{Plus} Award, 2020
Tekka Place

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

JTC Construction Safety Award 2020
Woodlands North Coast

RoSPA Health & Safety Awards 2020 – Gold

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,
Project Category, 2021
- Tekka Place

BCA Construction Excellence Award - Merit,
Commercial/Mixed Development Buildings
Category, 2021
- Tekka Place

BCA Integrated Digital Delivery Gold Award,
Firm Category 2021

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

ACCREDITATIONS

Quality

Management System Certificate

ISO 9001 : 2015

SS ISO 9001 : 2015

Design Management, Piling, Building & Civil Engineering Construction Services

Environment

Management System Certificate

ISO 14001 : 2015

SS 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



ENGINEERING CAPABILITIES

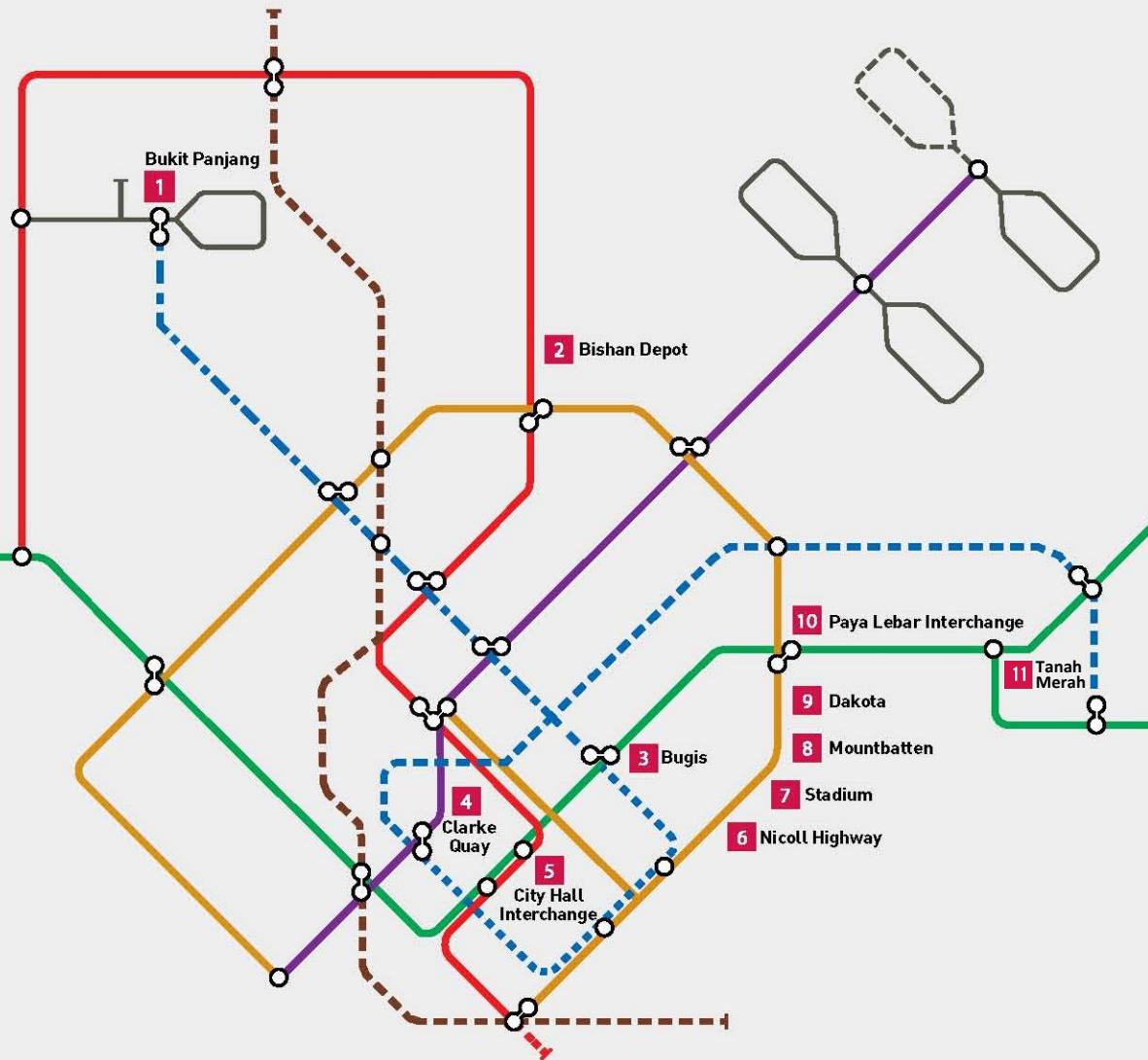


LUM CHANG'S SINGAPORE MRT PROJECTS

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



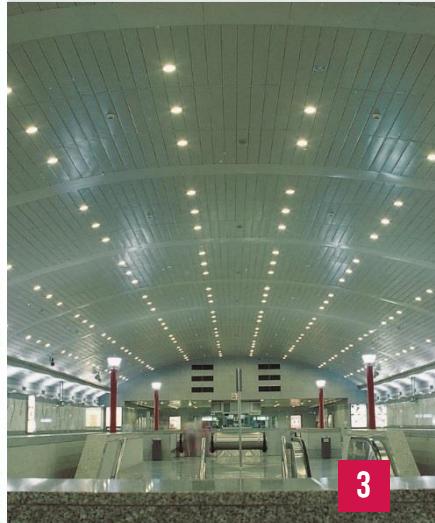
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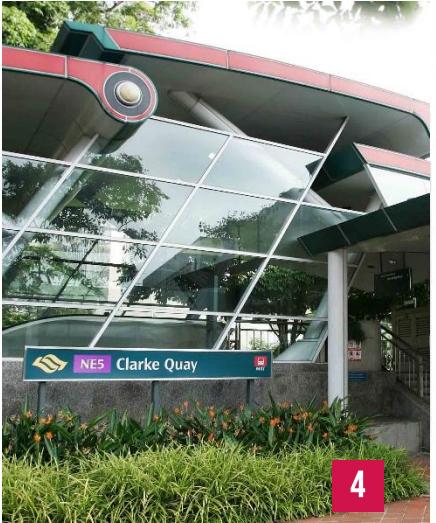
BUKIT PANJANG STATION



BISHAN DEPOT



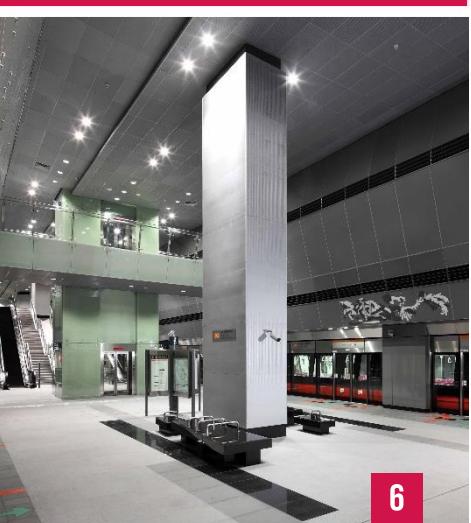
BUGIS STATION



CLARKE QUAY STATION



CITY HALL INTERCHANGE



NICOLL HIGHWAY STATION



STADIUM STATION



MOUNTBATTEN STATION



DAKOTA STATION



PAYA LEBAR INTERCHANGE

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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)**

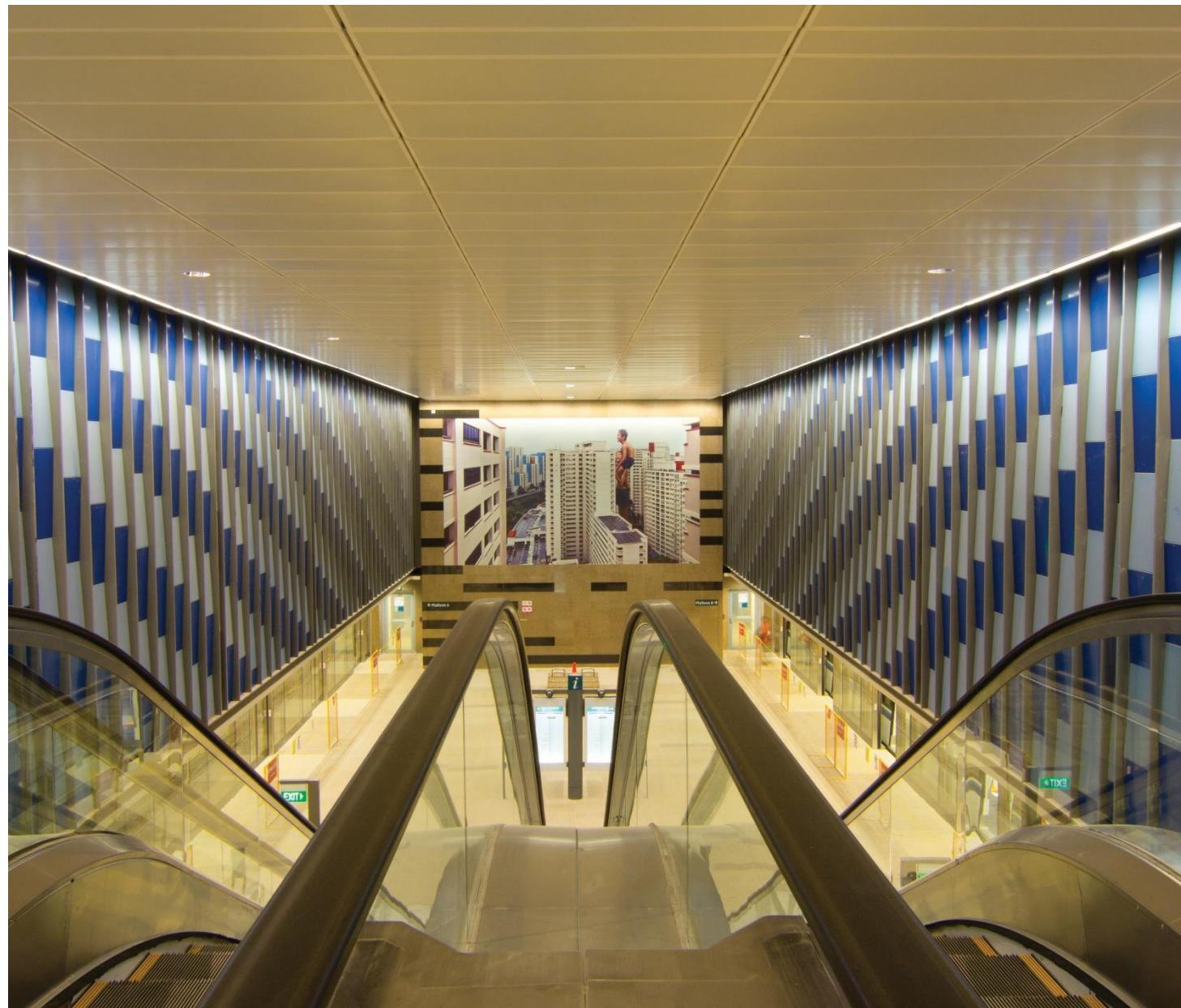
Location

Bukit Panjang, Singapore

Contract Value

S\$505 million

Completed in 2015

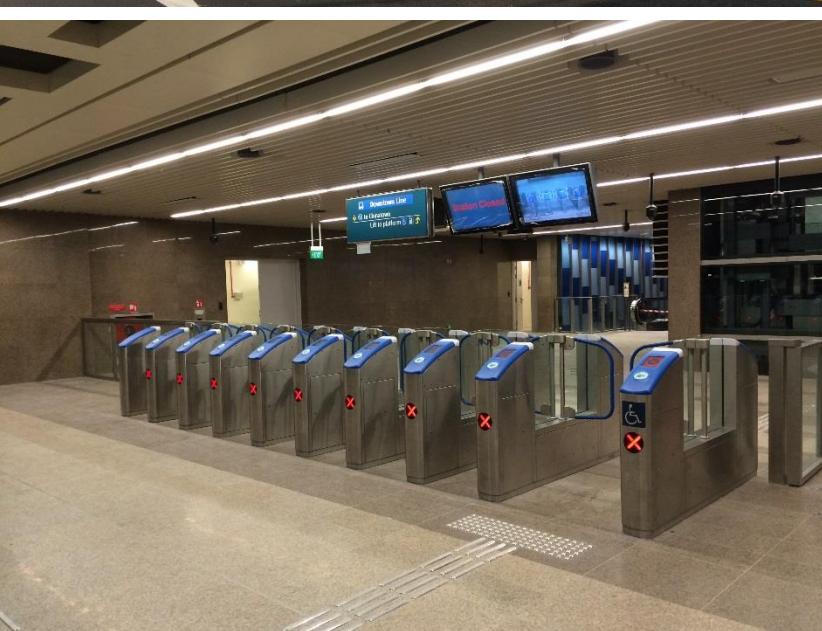


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ENGINEERING CAPABILITIES



C912



In 2009, we were awarded the Downtown Line Stage 2 Contract (C912), making us the **first local contractor to win a Design & Build MRT main contract independently**, without any joint venture partners. This strongly illustrates the industry's resounding recognition of, and confidence in, Lum Chang's construction expertise in civil engineering works.

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



Extent of Excavation Works as Seen from Top Views

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



LRT Viaduct Pier P521 Underpinning



Canal Underpinning



Rock Fissure Grouting

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 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 at Various Locations Along Project Site

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



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**

**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).



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North Cut-and-Cover Excavation



South Cut-and-Cover Excavation

C823

Engineering Challenges at C823

Excavation for Station and Cut-and-Cover Tunnels

Station size approximately 175m long by 38m wide and 14.5m in height;
maximum excavation depth of 18m

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

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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

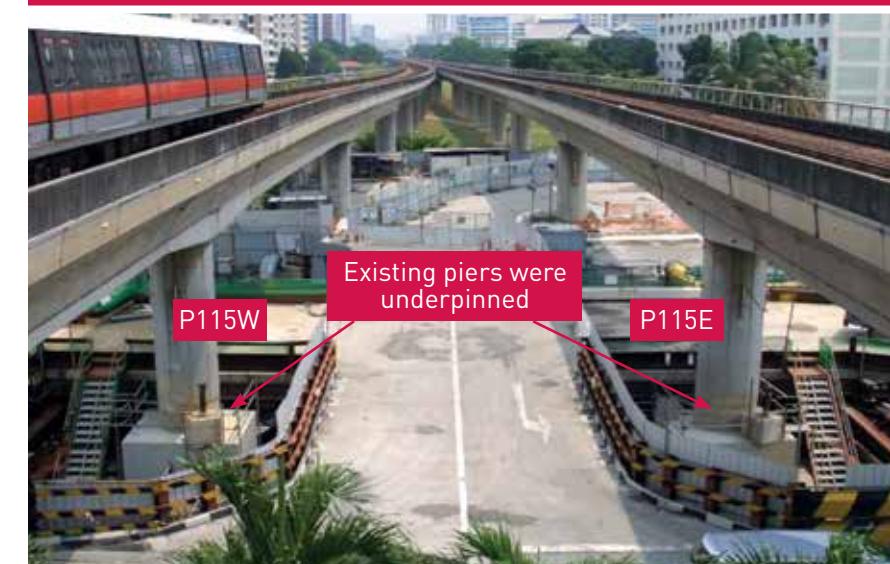
First such operation carried out in Singapore on a live MRT viaduct

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

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Preload Jacking at P115E



Wire Saw Used for Cutting Bored Piles

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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

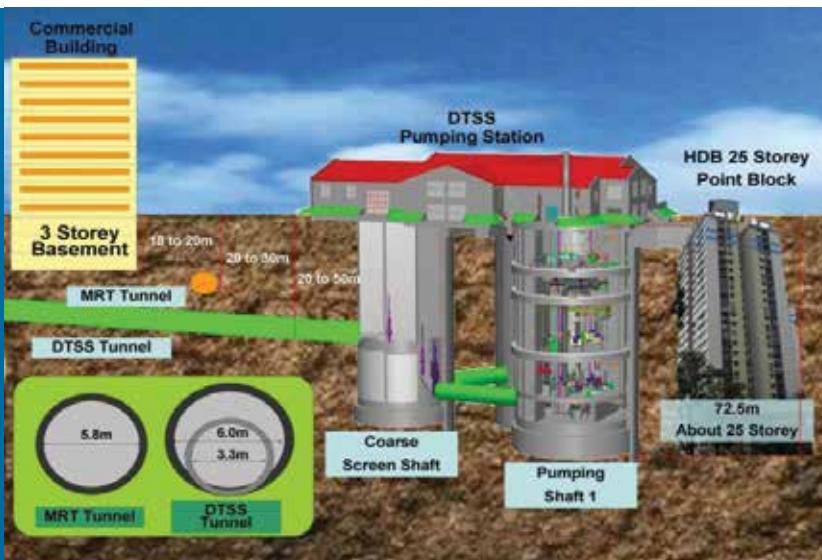
Contract Value
S\$215 million

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

Completed in 2007



CONTRACT 2B



Overview of IPS Facility



Schematic Drawing of Changi Deep Tunnel Sewage System

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-Stations, 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



Temporary Works for Shafts and Pipelines



Casting Cycle of Pipelines

Value-Engineering Capability

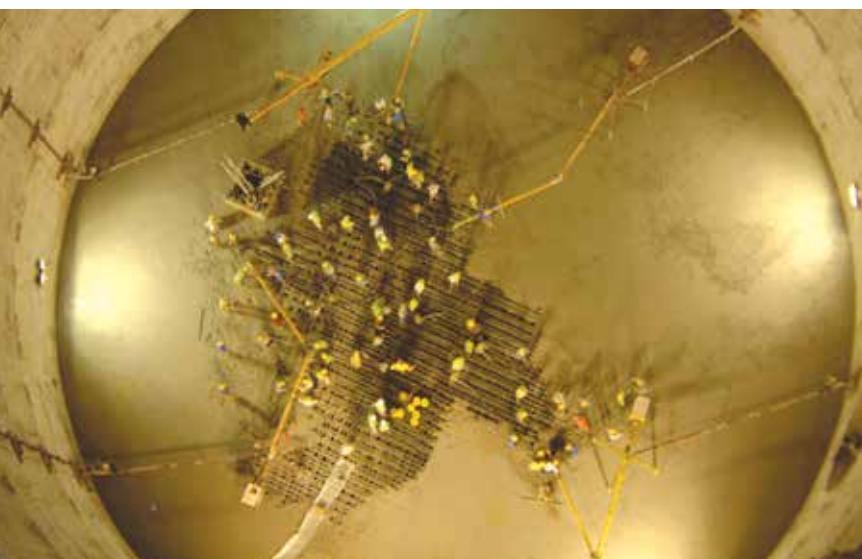
Value-engineered proposal for the high-pressure 4.3m diameter underground twin pipelines from steel to concrete

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

CONTRACT 2B



Casting of 2m Thick Slab



Knife Gate Valves and Ball Valves



Transportation of Oversized Pipe Sections on Barges

Project Management and Logistics Planning

Casting of thick floor slabs

Developed innovative and optimal methodology for casting of 2m thick shaft floor slabs, which required temperature-controlled monolithic concrete pours

‘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





11

MRT EAST WEST LINE CONTRACT T315

Client
Land Transport Authority

Description
Addition and alteration works to the existing Tanah Merah Station and viaducts

Location
Tanah Merah, Singapore

Contract Value
S\$325 million

Under Construction

NORTH-SOUTH CORRIDOR CONTRACT N110

Client
I and Transport Authority

Description
Design and construction of 1.95 km tunnel structures, a facility building, at-grade roads and drainage system. Work on culverts and relevant connections, commuter facilities and pedestrian overhead bridges is also included in the contract.

**Location
Between Ang Mo Kio Avenue 3 and
Avenue 9, Singapore**

Contract Value
S\$799 million

Under Construction

THE METROPOLIS

MIXED DEVELOPMENT

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

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

THE METROPOLIS



Top-Down Construction for Tower One



Semi Top-Down Construction for Tower Two

Top-down Construction for Tower One

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

Semi Top-down Construction for Tower Two

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





PROJECT HIGHLIGHTS

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

Completed in 2021





TEKKA PLACE

MIXED DEVELOPMENT

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

TOP obtained on 26 November 2019

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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**

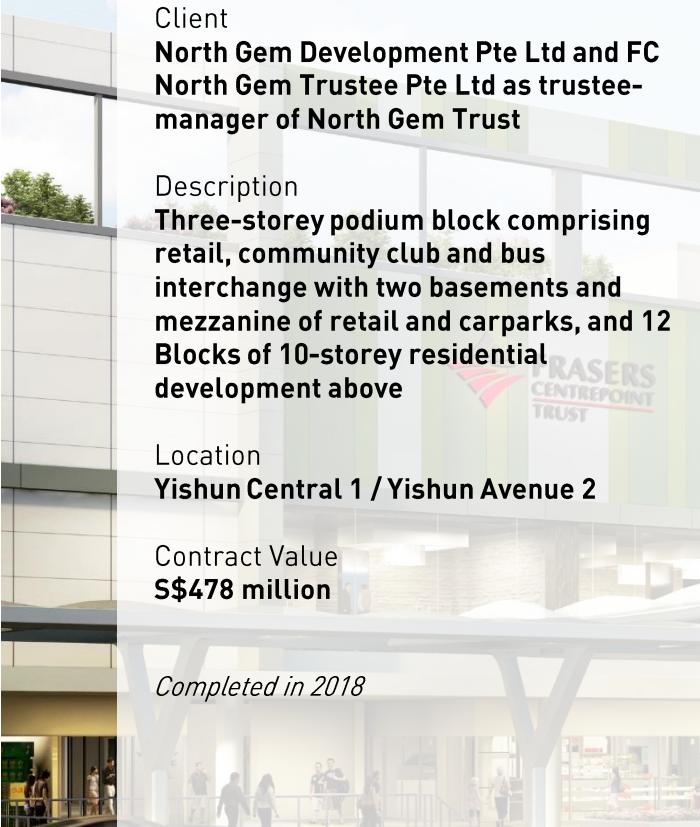
Location

Yishun Central 1 / Yishun Avenue 2

Contract Value

S\$478 million

Completed in 2018



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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

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

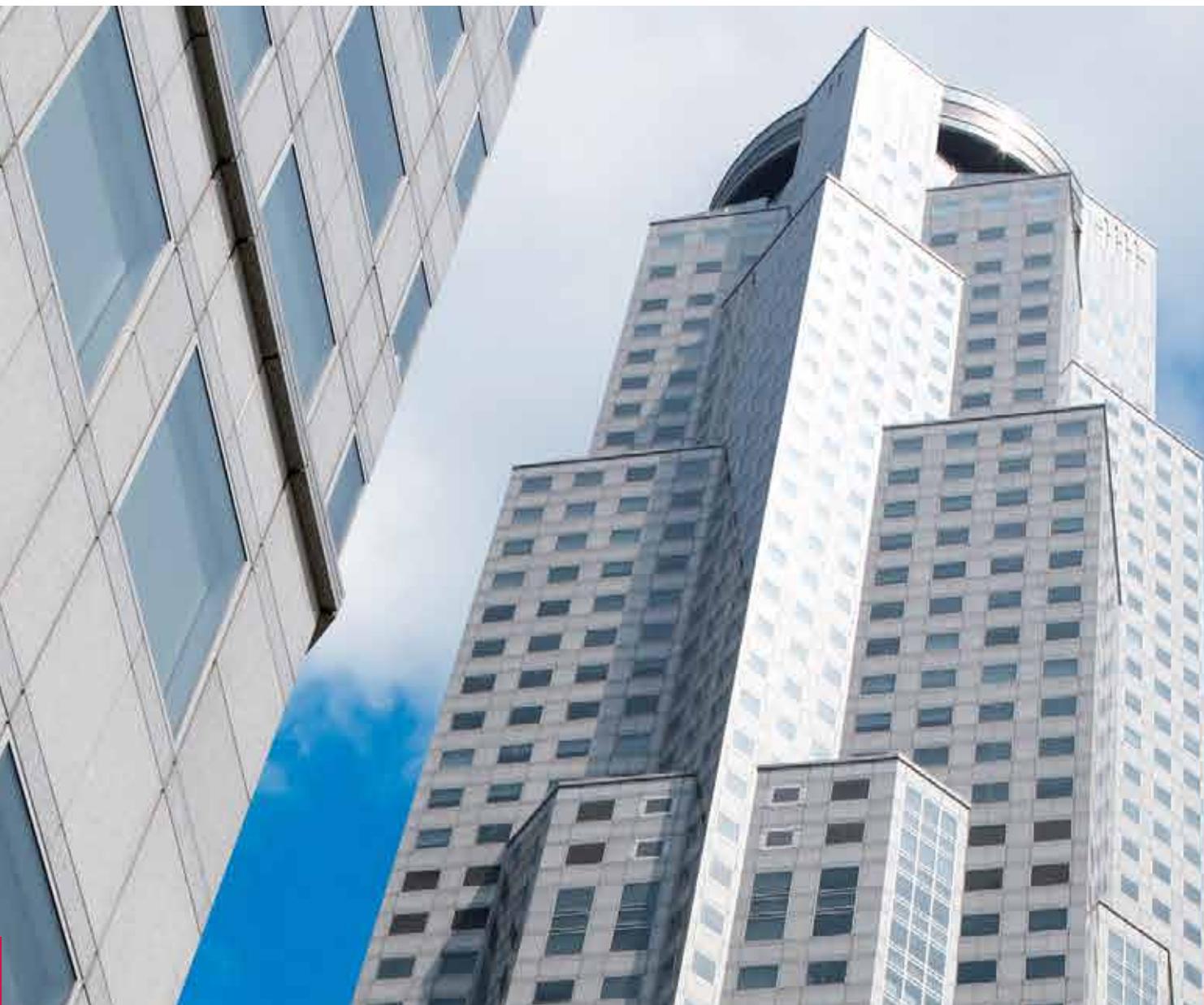
Science Park Drive, Singapore

Contract Value

S\$152 million

Completed in 2015





UOB PLAZA 1

Client
United Overseas Bank Ltd

280m high, 66-storey office tower

Location
Raffles Place, Singapore

Contract Value
S\$314 million

Awards

**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**

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

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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

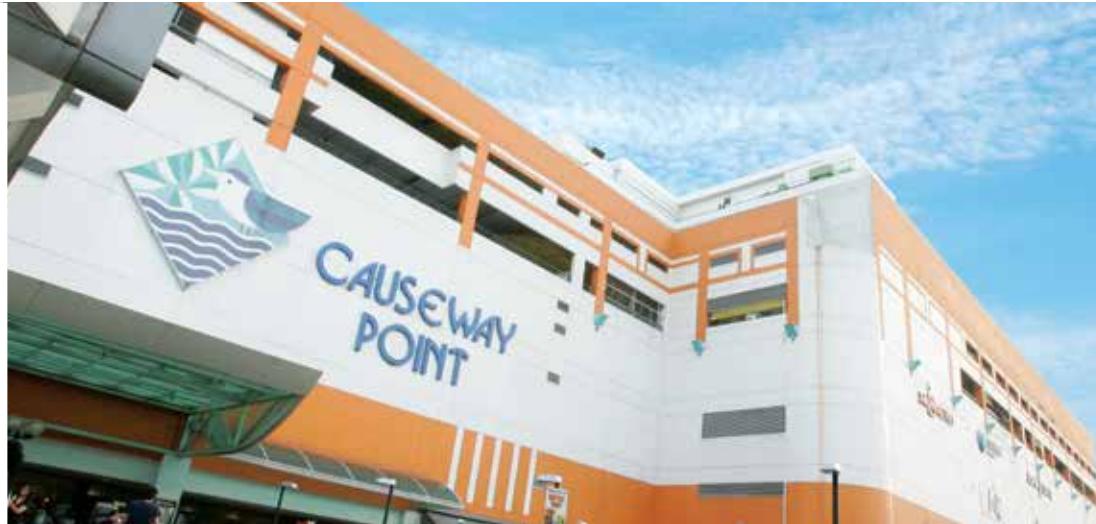
S\$92 million

Completed in 2013





BUGIS JUNCTION
RETAIL



CAUSEWAY POINT RETAIL



CHANGI BUSINESS PARK
OFFICE



**TWENTY ANSON
OFFICE**

WOODLANDS NORTH COAST

Client
JTC Corporation

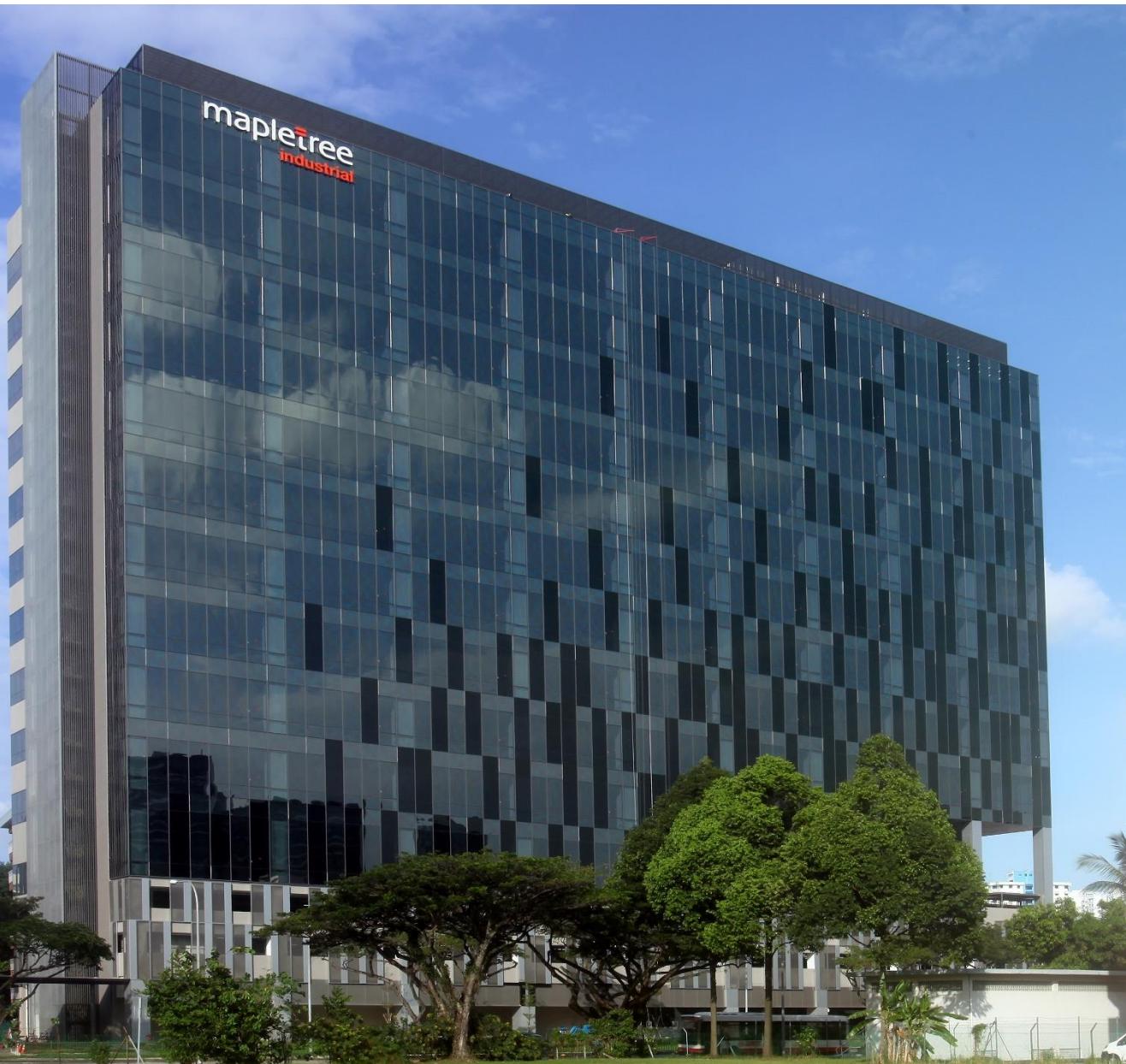
Description
Construction of a new eight-storey, and one other nine-storey light industrial building with one level of basement carpark, and a covered walkway to Republic Polytechnic

Location
Junction of Woodlands Avenue 4 and 9

Contract Value
S\$200.5 million

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

Completed in 2018

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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

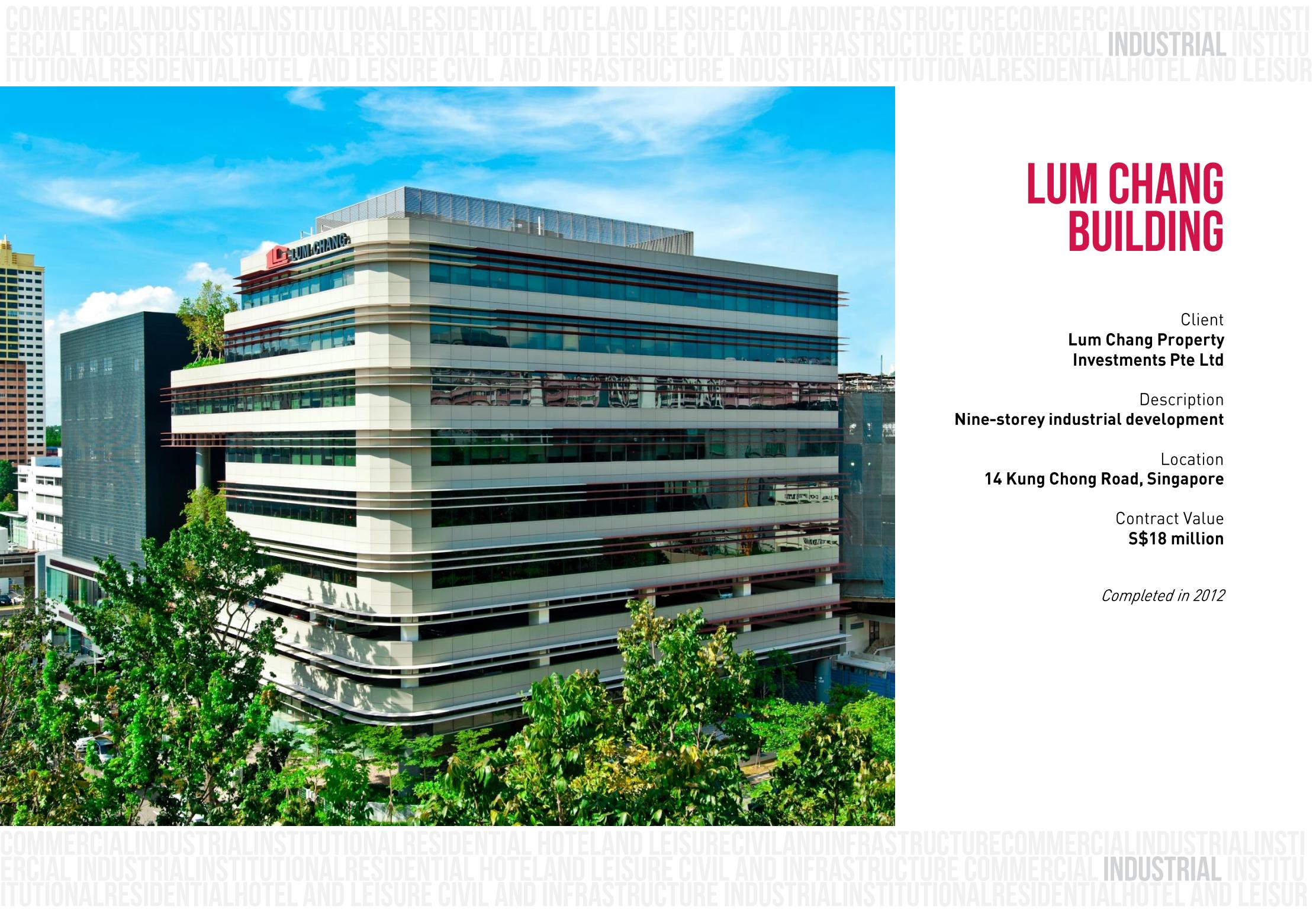
Award

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

Completed in 2011



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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

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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

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

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

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



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COMPASS HEIGHTS



THE LEVELZ



ESPARINA RESIDENCES



CASABELLA

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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 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



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NATIONAL UNIVERSITY HOSPITAL



TAN TOCK SENG HOSPITAL

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