Our business model is simple, we are a builder. For 55 years Multiplex has been constructing iconic projects across the globe and has established itself as a leading global contractor. Looking forward, our goal is to be the best builder, consistently outperforming, delivering projects in a safe, responsible and sustainable manner. We are well on our way to achieving this.

We recently returned to our iconic heritage and the identity that has maintained strong brand recognition in our industry since the 1960’s – Multiplex. We are also refocusing our business to ensure that we are the best partner to work with, the best contractor to work for, all while continuing to operate out of a position of financial strength.

These attributes have contributed to our past success, and we believe that in the current global environment, integrity and certainty of delivery is now more important than ever. On time and on budget delivery is a given – we aim to outperform and exceed our client’s expectations. The significant proportion of repeat business in our global workbook is testament to this. It also speaks volumes to the quality of our people. Many of our employees have been part of the Multiplex team for decades. With over 6,600 people globally, clients benefit from our depth of knowledge and expertise, and our ability to draw on shared experience and world’s best practice.

Multiplex is proud of our business and our team, and the trusted relationships we have with our clients. We look forward to continuing to grow, evolve and outperform.

*All figures quoted in this document are as at 31 December 2016
Our History

1962
Multiplex construction operations established in Perth, Australia

1978
Expanded into the eastern states of Australia

1980s
Established operations in Southeast Asia and expanded into Development activities

1987
Expanded into the ACT, Australia

1989
Expanded into South Australia and Queensland, Australia

1997
Established offices in the Middle East

1998
Facilities Management business established

1999
Expanded into the United Kingdom

2003
Listed as a public company on the ASX

2007
Brookfield Asset Management acquired Multiplex’s listed operations

2010
Multiplex becomes Brookfield Multiplex

2011
Multiplex becomes cornerstone of newly listed Brookfield Business Partners entity

2016
Brookfield Multiplex rebrands as Multiplex

2017
55 years of operation
Global Construction Platform

With 6,600+ people globally, we have a mobile workforce that collaborates to share knowledge and apply world’s best practice across our projects.

For example, our Innovation Awards encourage our project teams to think of creative ways to manage health and safety performance on our sites, and this knowledge is shared and applied on a global scale.

In the area of quality assurance, a comprehensive peer review process ensures good governance and consistent behaviour across the business, and translates to certainty of outcome for clients.

4 CONTINENTS 7 COUNTRIES 6,600+ PEOPLE ONE TEAM

Values in US$ based on Dec 2016 FOREX conversion rates across regions
Work To Date

$71 Billion

**COMMERCIAL OFFICE PROJECTS:** 278
**VALUE:** $19.4 BN

**RESIDENTIAL & AGED CARE PROJECTS:** 279
**VALUE:** $16.8 BN

**TOURISM & LEISURE PROJECTS:** 121
**VALUE:** $10.6 BN

**JUSTICE, EDUCATION & COMMUNITY PROJECTS:** 70
**VALUE:** $3.8 BN

**HEALTH PROJECTS:** 54
**VALUE:** $6.2 BN

**RETAIL PROJECTS:** 134
**VALUE:** $6.9 BN

**STADIUM PROJECTS:** 15
**VALUE:** $3.1 BN

**ENGINEERING, INFRASTRUCTURE & INDUSTRIAL PROJECTS:** 77
**VALUE:** $4 BN

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*Work to Date includes both work under construction and completed projects (CPI indexed based on completion date)."
Multiplex Group Board

EXECUTIVE DIRECTORS

JOHN FLECKER
Executive Director
CEO - Australia & India

John commenced his career with Multiplex as an Engineering Cadet in 1987. He rose quickly within the business, becoming a Director in 1994 and CEO in 2011.

He holds a Bachelor of Engineering from the University of Western Australia and is a Fellow of the Institute of Engineers Australia.

John is currently President of the Australian Contractors Association (ACA), Board Member of the Green Building Council of Australia (GBCA) and Director of the Literacy for Life Foundation. He is located in Australia.

ASHLEY MULDOON
Executive Director
CEO - Europe, Middle East & Canada

Ashley started his career in the construction industry as a Cadet in 1989 and joined Multiplex in 1997 in Sydney as a Project Manager. Ashley transferred to London in 2003 and progressed through the ranks to Director of our UK operations in 2004, and CEO in 2010.

During his 28 year career, Ashley has overseen the delivery of major projects internationally across a range of sectors. He holds a Bachelor of Applied Science in Construction Management from the University of Technology, Sydney, and is a Fellow of the Royal Institute of Chartered Surveyors (RICS).

Ashley is located in the United Kingdom.

DEREK GORG
Executive Director
Chief Financial Officer

Derek is responsible for the financial management and strategic direction of our business. He also sits on Multiplex global credit committees.

Prior to joining Multiplex in 2016, Derek held a number of management positions within Brookfield Asset Management’s finance operations. He started working for Brookfield in 2006 and assumed his previous role of Senior Vice President in 2011, responsible for Brookfield’s financial reporting and investor relations.

Derek is a chartered accountant and received his Bachelor’s degree from the University of Wisconsin, Ontario. He is located in the United Kingdom.

CHARLIE BOLT
Chief Construction
Chief Financial Officer

Charlie joined Multiplex in 1983 as a cadet accountant. During his 34 year career with the Company he has held a variety of positions across financial, accounting and contract administration roles.

During his tenure he has held Director roles in earlier Singapore and Malaysian operations, and was part of the senior management team responsible for the successful establishment of the business in the Middle East in 1997, and returned to Australia in 2011 as a Director of the Holding Company, with responsibility for credit process and risk within the group.

Charlie holds a Bachelor of Business Degree from Curtin University and is a member of the Institute of Chartered Accountants Australia. He is located in Australia.

European Executive Group

BOB ARNOLD
Executive Director - SHEQ
Europe Middle East & Canada

GEORGE ASSIMAKOPOULOS
Director

TIM ATKINSON
Director - Construction

JOHN BALLANTYNE
Director - Construction

ROSS BALLINGALL
Managing Director

ANN BROWNING
Executive Director – HR
Europe, Middle East & Canada

PHIL CLARKE
Executive Director - Projects

PETER FULLERTON-SMITH
Executive Director - Engineering

GORDON GRAY
Executive Director - Projects

CALM TUCKETT
Chief Operating Officer
Europe, Middle East & Canada

Australasian Executive Group

DON AROKE
Executive Director - Operations

KARA COLLINS
Executive Director - People

GRAHAM COTTAM
Regional Managing Director
VIC, QLD & SA

DENNIS ELSE
Executive Director
Sustainability, Safety and Health

DAVID GHANNOUN
Regional Managing Director
NSW

EAMON MORRIS
Regional Managing Director
WA

GLEN RAPHAEL
Regional Managing Director
India

MEG REDWIN
Executive Director - General Counsel

Middle East Executive Group

RENIER BREITENBACH
Director/General Manager

SIMON ELLERAY
Executive Director - Projects (Qatar)

ADAM FRITH
Legal Counsel

JAMES GRLJUSCH
Executive Director - Projects

MATTHEW HEWITT
Executive Director - Projects

LOUIS LINDE
Executive Director - Projects

DERRICK UNCH
Executive Director - Commercial (Projects)

SARAH MCDONALD
Head of Human Resource

PETAR MLADENOV
Executive Director - New Businesses

NICK PETRICOLA
Executive Director - Projects

HAMISH PRIOR
Operations Director

MOHAMMAD A. ABU SHAWER
Executive Director & General Manager - Plant & Equipment

STEPHEN SMITH
Executive Director - SHEQ

Andre TRIVASS
Executive Director - Commercial (Projects)

MARCUS TRUSCOTT
Managing Director

SCOTT WILLIAMS
Executive Director - Commercial (Projects)

Canadian Executive Group

STEVEN CROSBY
Senior Vice President, Commercial

BAHARAK RAOUFI
Executive Director - Pre-Construction & Design

CORY RAYMOND
Executive Director - Projects

RALPH TULIPANO
Senior Vice President, Operations

JAMES SHEA
Executive Director - Projects
Multiplex Advantage

Our creative, innovative thinking and can-do approach, coupled with the collaborative way we work with our clients, enables us to consistently exceed client expectations.

**DRIVEN TO EXCEED EXPECTATIONS**

High quality, safe, on-time and on-budget are baseline requirements of every one of our projects – but we strive to exceed expectations and consistently outperform.

By thinking like owners and understanding our clients’ unique requirements we deliver long term, cost-effective outcomes that add real value to projects and achieve clients’ broader business objectives. This might be completely re-designing plans to maximise floor space and generate cost savings, undertaking detailed stakeholder liaison to improve project outcomes for the community or implementing environmental initiatives to achieve world-leading accreditation.

Whatever our clients’ objectives, we tailor competitive solutions that drive best-for-project outcomes.

**INNOVATIVE THINKING**

The drive to find a better way of doing things is inherent in all of our people. We are known for innovative excellence and we involve our best thinkers at the front-end of projects to share knowledge and create tailored solutions for clients.

Each project is unique, with its own specific challenges. Combining disciplined decision-making with innovative thinking, we bring a fresh approach to often complex projects.

**COLLABORATIVE WORKING APPROACH**

We recognise the value of upfront planning and work closely with all project stakeholders to drive positive, long term project outcomes for clients. Our large number of repeat clients demonstrates our ability to bring together the best skills for the job. We are proud of the fact that 54% of our projects have been for repeat clients.

By collaborating throughout the lifecycle of our projects we gain a clear understanding of our clients’ objectives, are able to anticipate risks and opportunities, and implement tailored solutions to address situations as they evolve.
OUR SAFETY CULTURE IS BUILT-IN, NOT BOLT-ON.

Multiplex is on a continuous journey to enhance safety culture and standards across the business and the broader industry, and our clients benefit from 55 years of health and safety expertise.

We work with our clients to design and integrate safety controls during the planning phase of our projects, with the aim of minimising or completely eliminating risk on our sites. We embrace the Safer by Design approach and recognise that through early planning, we stand to have a much greater impact on project outcomes.

As a business focused on the long term, we concentrate our efforts on controlling critical or high-consequence risks. We do this by looking for ways to move controls upstream to significantly reduce or eliminate risk.

All of our projects work with documented management systems that are third party certified to either AS/NZS 4801 or OHSAS 18001.

REDUCING THE GAP BETWEEN PAPERWORK AND PRACTICE

We don’t simply tick a box when it comes to health and safety; we strive to have a practical impact on the safety of our projects and this is enriched by collaboration between our staff, our clients and the people we work with.

We focus less on paperwork and more on open conversation, with all of our people encouraged to share and record successes and near misses, and learn from each other in a mature culture that is driven by our leaders. We share our combined knowledge with our clients and translate our expertise to each and every project we work on.
Our Values

Care
SUPPORT, RESPECT, PROTECT. We care for the people we work with and take their safety and wellbeing very seriously. We support our people to achieve their goals and respect the things that enrich their lives. Our aim is to protect and sustain our people, our clients and the communities we work in.

Outperformance
DRIVE, PASSION AND FOCUS ON EXCELLENCE. Our business is built on our people. We are structured for success and are determined to consistently exceed the expectations of our clients and the industry in everything we do. We add genuine value to projects with our innovative thinking, our ‘can do’ attitude and the way we embrace clients as part of the team. Our entrepreneurial spirit is backed with astute, disciplined decision-making and a solid financial backbone.

Collaboration
LISTEN, SHARE AND WORK AS A TEAM. We’re totally focused on working together to deliver the best possible results. What sets us apart is our belief that the client is an essential member of our team. By involving them at the outset of every project, we develop a clearer understanding of their objectives. Together we identify challenges and work out innovative ways to optimise our clients returns.

Integrity
ETHICAL, HONEST AND OPEN. Trust is the foundation of all our relationships. By being honest, fair-minded and dependable we build long standing, valued relationships. Our clients and the people we work with put their trust in us because we do what we say we are going to do. Our approach is straightforward, upfront and transparent so everyone we deal with can be certain of the result.
MULTIPLEX: Redefining Sustainability

We see our projects as an opportunity to deliver high performance facilities that meet our clients’ unique mix of value drivers – be they environmental, social and financial.

Our approach is to engage with clients as early as possible to identify opportunities and ensure the project not only achieves their goals but delivers enduring benefits for all stakeholders.

We’re experts in delivering sustainably rated space and have led the industry in environmentally sustainable design. But we define sustainability much more broadly.

We know how building assets function and understand the important role they play in enhancing health, productivity and performance of occupants. We also know the role they play in enriching and sustaining local communities, and we go out of our way to identify and respond to the unique needs of the communities we operate in.

We think like owners and deliver facilities that have a positive impact on everyone concerned while at the same time drive long term financial gains.

Multiplex is leading the industry when it comes to measuring the performance of buildings, and we are partnering with some of the world’s best minds to drive forward the sustainability agenda including the Co-operative Research Centre for Low Carbon Living (CRCLLC) in Australia and the UK Green Building Council as Gold Leaf members.
Sydney
We Create Skylines

1. Beaumonde
2. Colonnades
3. Luna Park
4. The Flinders
5. Walsh Bay Infrastructure & Redevelopment works
6. Pier 6 & 7
7. Pier 8 & 9
8. Bear Cottage
9. Manly Peninsula
10. 1 Kent Street
11. Park Hyatt
12. Jones Bay Wharf
13. Observatory Hotel
14. The Georgia Apartments
15. Darling Island Residential
16. Bennelong Centre
17. Stamford Plaza
18. Watermark Apartments
19. Intercontinental
20. Reserve Bank of Australia
21. Establishment
22. Sydney Wharf
23. KPMG
24. 2 Bulletin Place
25. One Shelley Street
26. American Express
27. Chifley Tower
28. King Street Wharf
29. Harbourfront Retail & Wharves
30. N2 Building
31. Clarence Street Apartments
32. Wharves 9/10 Apartments, King Street Wharf
33. 50 Martin Place
34. Aberdour
35. The Finger Wharf at Woolloomooloo
36. Landmark
37. Wharf Terraces, Woolloomooloo
38. Medina Serviced Apartments
39. 175 Pitt Street
40. Grace Hotel
41. Skygarden
42. Manhattan Eastpoint Apartments
43. Vibe Hotel
44. Chancellor
45. Merchant Court
46. Sydney Central Plaza (Myer)
47. The Star
48. The Darling Hotel at the Star
49. Multi Use Entertainment Facility at The Star
50. Tattersall’s Building
51. Sherraton on the Park
52. Piccadilly Plaza/Piccadilly Tower
53. City Centre
54. HMS Tower
55. Park Hotel
56. One Darling Harbour
57. Olgicorp
58. Qantas Victoria
59. Aston Apartments
60. Whites, Paddington
61. Ibis Hotel
62. John Maddison Tower
63. 3 Kings Lane
64. Lumiere Residences
65. Monument
66. Frasers Suites
67. Imax Theatre
68. Novotel Hotel
69. Village Hoyts
70. Eastgate
71. Belowns
72. Gordon Elizabeth Tower
73. Latitude Retail
74. Latitude Strata Offices
75. Ernst & Young Tower
76. ATO Building
77. Victoria Barracks
78. Sister Anne Court
79. Trades Hall
80. Goldsborough Mort
81. Excelsior Apartments
82. Furama Hotel
83. Market City (Stage 1 Podium)
84. Centennial Parklands
85. Mercure Hotel
86. Sydney Water Building (out of frame)
87. St. Suzanne Street
88. Mark Moran Vaucluse
89. Milsons Landing
90. Maroubra Bay Hotel (out of frame)
91. Rushcutters Bay Hotel
92. Marina 1 Apartments
93. Optus Tower
We Create Skylines
Perth

1. Perth Stadium
2. Crown Towers Casino
3. Burswood Exhibition Centre
4. Burswood Resort & Convention Centre
5. Burswood Casino
6. Burswood Resort Hotel
7. WACA Stand
8. WACA Lights
9. WACA Stand
10. WACA Lights
11. Local Government House
12. Withernsea House
13. Hyatt Regency
14. IMB House
15. Panorama Apartments
16. Stanford Securities
17. Casablanca
18. Airways House
19. 77 Parkside
20. Allied House
21. Wests House
22. Sheraton Hotel
23. Langley Plaza
24. Police Credit Society
25. Chateau Commodore
26. Eastpoint Plaza
27. CSA Centre
28. Leonard House
29. St George's Court
30. Victoria Centre
31. Warpel House
32. Irwin Chambers
33. Transit Inn
34. District Court
35. Park Towers
36. Cine Centre
37. Roe Street Carpark
38. Perth City Council Carpark
39. Alexander Library
40. Forrest Chase Myer
41. Perth Building Society
42. Colonial Mutual
43. Exchange House
44. Exchange Plaza
45. Attadale Square
46. Bankwest Tower
47. 100 St George's Terrace
48. Palace Hotel
49. Wesley Centre
50. Perth City Busport
51. Capital House
52. 30 The Esplanade
53. Griffin Centre
54. Central Park
55. 180 St George's Terrace
56. Australia Place
57. Brookfield Place
58. Brookfield Place Tower 2
59. Jardine House
60. His Majesty's Theatre
61. 190 St George's Terrace
62. Westralia Square
63. Dayton Plaza
64. Charters
65. Mount Newman House
66. London House
67. Forest Centre
68. St George's House
69. St George's Square
70. Orchard Hotel
71. Windsor Towers
72. South Shore Development
73. Perth Convention & Exhibition Centre
74. Bishops House
75. Alexander Forrest House
76. BishopSee
77. Capital Square
78. Raffles Apartments
79. Mill Point Apartments
80. Mounts Bay Village
81. Huntington Gate
82. Fiona Stanley Hospital
83. Harry Perkins Institute of Medical Research
84. St John of God Murdoch Hospital Redevelopment
85. Riverside Lodge
86. Old Swan Brewery (out of frame)
We Create Skylines
Melbourne
We Create Skylines
Brisbane
We Create Skylines
London

1. White Collar Factory
2. The Stage
3. Principal Place Commercial
4. Principal Place Residential
5. Royal Albert Dock
6. West India Quays
7. Aldgate Tower
8. 100 Bishopsgate
9. 15 St Helen's Place
10. 5-7 St Helen's Place
11. 22 Bishopsgate
12. 15 Bishopsgate
13. London Wall Place
14. 125 Wood Street
15. Strata SE1
16. One Blackfriars
17. LDP
18. 98 Fetter Lane
19. Sentinel Point
20. The Tower - One St George Wharf
21. One Nine Elms
22. Verde SW1
23. Chelsea FC
24. The Globe
25. Marnisa Road
26. Eaton Place
27. Lateral Apartments
28. The Wellesley
29. 199 Knightsbridge
30. Holland Park, Villas
31. 48 Carey Street
32. LSLQ London
33. Burlington Gate
34. Centre Point
35. 20 Grosvenor Square
36. Marble Arch Place
37. 73 Brook Street
38. 73 - 89 Oxford Street
39. 80 Charlotte Street
40. University of London - The Garden Halls
41. Thames Edge
42. Wembley National Stadium
43. University of Reading
44. University of Kent
45. University of Glasgow
46. Peterborough City Hospital
47. Eden Shopping Centre
48. The Queen Elizabeth University Hospital & Royal Hospital for Children, Glasgow
49. City Park 1, Aberdeen
50. Royal Hospital for Sick Children & Department for Clinical Neurosciences, Edinburgh
51. Langley Park Hotel
Dubai

1. Emirates Towers (Commercial Tower)
2. The Tower
3. The Gate & Precinct Buildings S&G
4. ICD Brookfield Place
5. Index Tower
6. The Dubai Mall - Zabeel Expansion
7. The Address The BLVD Hotel
8. The Address Residences - Fountain View (Raft)
9. HSBC Headquarters
10. The Burj Khalifa (Raft)
11. Standard Chartered Tower
12. The Address Residences - Sky Views (Raft)
13. The Residences South Ridge
14. The Residences Phase 1&2
15. The Opus
16. JW Marriott Marquis
17. Nikki Beach Resort and Hotel
18. Al Ghurair Apartments
19. Al Villas, Garnhoud
20. Al Fattan Plaza
21. Creekside Apartments
22. Port Saeed Commercial Building
23. Jood Palace Dubai
24. Al Manara Building
25. Dubai Marina Phase 1
26. Marina Promenade
27. Grosvenor House
28. One JLT
29. One at Palm Jumeirah
30. Confidential Hospitality Project
31. FSU Military Warehouse
32. Al Minhad Air Base (AMAB) Refurbishment
33. Automall Showroom and Office Tower Motorcity
34. Green Community Villas
35. Foremarke School
36. Me’aisem City Centre
37. Confidential Water Project
38. Motiongate Packages 5,6&7
39. Lapita Hotel, Dubai Parks and Resorts
1. College and Spadina Student Residences
2. New Residences of Yorkville Plaza
3. Trump International Hotel and Tower
4. Bay Adelaide - East Tower and Podium
5. Bay Adelaide Centre - Chilled Water Connection
6. Deloitte Fit-out
7. Parkside Residences
8. Grid Condos
9. Core Condos
10. Carefirst One-Stop Multi-Access Centre

PROJECTS OUT OF FRAME:
11. 158 Sterling Road
12. King's High Line
13. Central Park Ajax
Brookfield Asset Management

Our parent company Brookfield is one of the world’s largest asset managers with more than US$250 billion of high quality property, infrastructure and renewable power assets under management.

As part of the Brookfield family, we have access to vast expertise in investing in, owning and maintaining property and infrastructure assets. We have the unique ability as contractors to think like owners and deliver assets with an understanding of what drives their long term success.

Brookfield has a 100-year history as a global investor, operator and leading asset manager of high quality alternative assets with a focus on property, infrastructure, renewable power and private equity as well as a range of public and private investment products and services.

*Figures as at December 2016

Note: Current and target countries of investment
Built to outperform.