



2023

ANNUAL REVIEW

Acknowledgement of Country

CIMIC Group respects and acknowledges the history and contributions of all local communities, including Traditional owners and First Nation peoples. Across our locations, we recognise and value our responsibility to live and work on country, and with communities, respectfully and with care.





Contents

Trusted experience. Integrated solutions	4
A message from the Executive Chairman	6
Our financial performance	8
2023 project wins	10
Evolving our business	12
Our social impact	14
Our companies	16
At a glance	18
Project highlights	21
Major projects 2023	51
Our offices	52

This image:

Bruce Highway Upgrade - Cooroy to Curra,
Queensland, CPB CONTRACTORS

Cover image:

**Stephanie Brown, Safety Administrator in the Albert
Street cavern, Cross River Rail, Queensland**
PACIFIC PARTNERSHIPS, CPB CONTRACTORS AND UGL



Joy Baluch AM Bridge Duplication Project,
South Australia, CPB CONTRACTORS

Trusted experience. Integrated solutions.

CIMIC Group delivers solutions in energy transition, digital infrastructure, sustainable mobility, social infrastructure, energy transition commodities and sustainable infrastructure. Our expertise encompasses the lifecycle of asset, infrastructure and resources projects, from feasibility, design, planning and investment; to manufacturing and construction; to operations, maintenance, upgrades and asset management; to rehabilitation and decommissioning.

Powered by our people, technology and engineering, our projects and assets provide critical infrastructure and essential services to communities in around 20 countries. As a family of industry leaders, our companies – UGL, CPB Contractors, Leighton Asia, Broad Construction, Thiess (joint control), Sedgman, Pacific Partnerships and EIC Activities – are proven across diverse disciplines, sectors and environments.

Our mission is to generate sustainable returns by delivering innovative and competitive solutions for clients and safe, fulfilling careers for our people. With a history since 1899, and around 30,000 people, we are a trusted partner that leverages responsiveness, collaboration and discipline to create enduring value. We serve in line with our Principles of Integrity, Accountability, Innovation and Delivery, underpinned by Safety.



MISSION

To generate sustainable returns by delivering projects for our clients while providing safe, rewarding and fulfilling careers for our people.

PRINCIPLES



Integrity: being respectful and honest with ourselves, our colleagues, our clients, our partners, our suppliers and other stakeholders



Accountability: committing to what we are responsible for



Innovation: continually adapting and evolving for the future



Delivery: amplifying our ability to deliver to drive our reputation and credibility.

Underpinning these Principles is the Safety of our people and the communities we work within.

A message from the Executive Chairman

2023 embodied evolution for CIMIC Group, as we stepped up to meet the opportunities presented by energy transition, and demand for digital and sustainable infrastructure.

We expanded our portfolio in these key areas, and we continued to deliver our leading work in construction, mining, and industrial services.

The strength and agility of our business was evidenced by our 2023 financial performance:

- Net profit after tax of \$434 million on an operational basis
- Group revenue growth of 19.6% year on year to \$17.8 billion
- New work of \$19.1 billion¹ in 2023, up \$2.7 billion year on year
- Total work in hand² of \$31.7 billion.

Energy and renewables

Our work on transmission lines, solar, batteries and hydrogen will help Australia to reduce its carbon emissions and meet its net zero deadline. Achievements include:

- UGL and CPB Contractors' involvement in two high voltage electricity transmission projects – the western section of the HumeLink in New South Wales and CopperString 2032 in Queensland
- Pacific Partnerships acquiring two large scale solar farms – Glenrowan in Victoria, and Hopeland in Queensland
- UGL delivering battery energy storage systems (BESS) in several states. UGL has now delivered 12 utility scale solar farms and six BESS projects
- furthering our strategy to be the Australian hydrogen sector partner of choice. UGL has been involved with three major Front-End Engineering Design studies in this area.

Digital infrastructure

In data centres, our experience in providing specialist buildings to strict compliance standards is at play in delivery of this critical infrastructure, particularly as artificial intelligence and cloud services increase in demand.

Leighton Asia has completed, or is delivering, several data centres across Southeast Asia, including the award in 2023 of projects in the Philippines and Malaysia.

We are also investing in digital innovation and solutions.

IDD Tech and Nexlore were established to build on the value of our software solutions and development capability.

IDD Tech is now selling its products – such as Cats (estimating) and Geosens (geotechnical information acquisition and intelligent reporting) – to Tier 1 companies. And Nexlore – a global collaboration, across CIMIC, HOCHTIEF and ACS Group – prioritises and funds opportunities in digital delivery.

In fibre, wireless and satellite telecommunications installation and maintenance, UGL acquired Skybridge. It has capability in network engineering, design and survey across multiple technologies.

New sustainable mobility

Inter-modal transport networks, light rail and metros continue to be key activities.

In 2023, work continued on Sydney Metro packages, Perth's Metronet and Brisbane's Cross River Rail, as well as passenger and freight transport projects West Gate Tunnel and North East Link in Victoria, and Western Sydney Airport in New South Wales.

Recently added projects include:

- CPB Contractors selected for the first major tunnelling package on Victoria's Suburban Rail Loop East project, as part of a consortium
- Leighton Asia delivering two rail projects in the Philippines
- Pacific Partnerships, CPB Contractors and UGL extending Canberra's light rail system.

Resources and energy transition commodities

In the resources sector, we are supporting the growing demand for commodities that assist the global energy transition.

Sedgman's acquisition of engineering and metallurgy company Novopro deepens our experience in lithium processing technology, in this expanding sector at a time when use of batteries and electric vehicles is increasing.

Sedgman is also delivering a critical minerals processing facility in Queensland, the first of its kind in the Asia Pacific. It will promote investment in advanced mineral manufacturing and be operational for vanadium processing in 2025.

Thiess is diversifying its commodities portfolio, winning work in nickel, manganese and gold.

¹ New work includes new contracts and contract extensions and variations, including the impact of foreign exchange rate movements and other WIH adjustments. Foreign exchange rate movements account for \$0.0bn of total new work won for FY23

² WIH includes CIMIC's share of work in hand from joint ventures and associates

Social infrastructure

We continue providing lasting social benefits for local communities, through projects that contribute advanced health facilities and improve patient and staff amenity.

CPB Contractors is redeveloping health infrastructure at Nepean Hospital and Royal Prince Alfred Hospital in New South Wales, and delivering the new Bundaberg Hospital in Queensland.

Our relationship with Australia's Department of Defence stretches over decades and we added new work during the past year.

CPB Contractors was selected for the Woomera Redevelopment in South Australia, RAAF bases Curtin and Learmonth in Western Australia, and the North Queensland Mid-Term Refresh. UGL was chosen to provide, operate and maintain Defence's fuel network nationally.

Sustainable infrastructure

Our Group's financial strength, end-to-end capabilities, and advanced digitisation enable us to meet and exceed clients' sustainability requirements.

Our sustainable solutions support our clients' networks and operations, enhancing productivity and ESG benefits.

Some of our projects that have been recognised in this area are Cross River Rail in Brisbane, and Parramatta Light Rail, stage one of the Nepean Hospital Redevelopment and the Western Sydney International Airport Bulk Earthworks in Sydney.

Local jobs, skills, and training

We are addressing the challenge of skill shortages in our industry with training initiatives, such as CPB Contractor's partnership with Western Sydney University and TAFE NSW to co-create 11 courses, demonstrating our long-term commitment to Australia's future workforce.

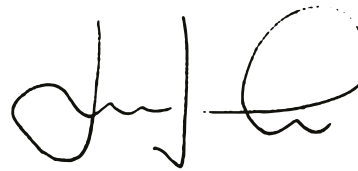
CPB Contractors' Women in Construction program was developed to support capability building and encourage female participation. The program has been launched in Victoria following its successful rollout in New South Wales.

Thank you

I am pleased that we have developed CIMIC's presence across the value chain in projects and assets that provide critical assets and services to communities.

Thank you to our clients, partners, communities, and our people for your continued support. We look forward to working with you this year and continuing our trusted partnership.

Sincerely

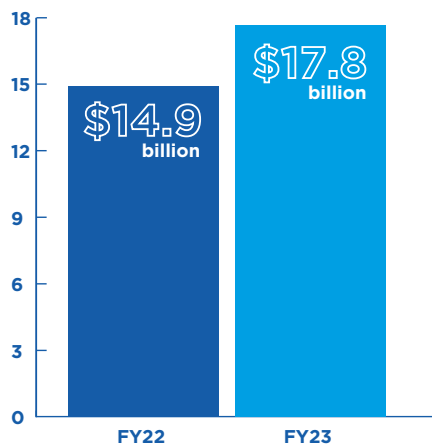


Juan Santamaria
Executive Chairman

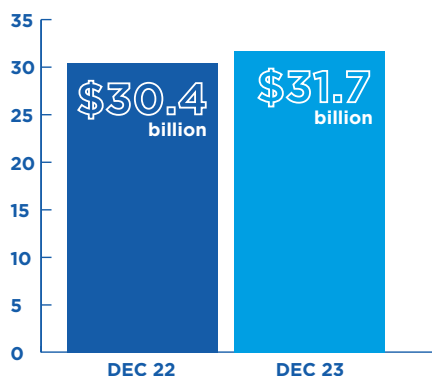


Our financial performance

GROUP REVENUE

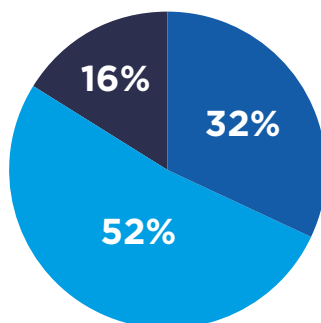


WORK IN HAND



WORK IN HAND BY ACTIVITY

- Services
- Construction
- Investments³



Strong balance sheet
position supported by

\$3.9 billion
of liquidity⁴

Investment grade rating by
S&P (BBB-/A-3/Outlook Stable)
and Moody's (Baa3/Outlook Stable)

³ Investments WIH includes WIH from CIMIC's share of investments at their ownership %, including Thiess
⁴ As at 31 December 2023. Liquidity includes gross cash of \$2.5bn on balance sheet, plus \$1.4bn of undrawn bank facilities





Data centre,
Hong Kong, LEIGHTON ASIA

2023 project wins in key markets



Energy transition



Digital Infrastructure



New sustainable mobility



Social infrastructure



Energy transition commodities



Sustainable Infrastructure



HumeLink West transmission project, \$1.4B, UGL and CPB CONTRACTORS - New South Wales, Australia

A high voltage electricity transmission project, one of the state's largest energy infrastructure projects.



Canberra Light Rail Stage 2A, \$227.5M, PACIFIC PARTNERSHIPS, CPB CONTRACTORS and UGL - Australian Capital Territory, Australia

Finance, design, build and operate the next stage of Canberra's light rail system.



Robotics and Advanced Manufacturing Centre, BROAD CONSTRUCTION - Queensland, Australia

Facility specialising in robotics, advanced manufacturing, process instrumentation and renewable technologies.



Suburban Rail Loop East, CPB CONTRACTORS - Victoria, Australia

First major tunnelling package on the Suburban Rail Loop East project.



SCRP railway project, \$429M and \$299M, LEIGHTON ASIA - Manila, Philippines

Construct sections CP S-03B and CP S-03A of the North South Commuter Railway System.



Philippines & Malaysia data centres, LEIGHTON ASIA - Philippines and Malaysia

Deliver data centre projects.



CopperString 2032 early works, \$20M, UGL and CPB CONTRACTORS - Queensland, Australia

Early works for CopperString 2032. Also preferred contractor for the project's substations and transmission line.



Western Downs, Alinta & Collie Battery Energy Storage Systems - UGL, Queensland and Western Australia, Australia

Battery Energy Storage Systems (BESS) and associated energy infrastructure.



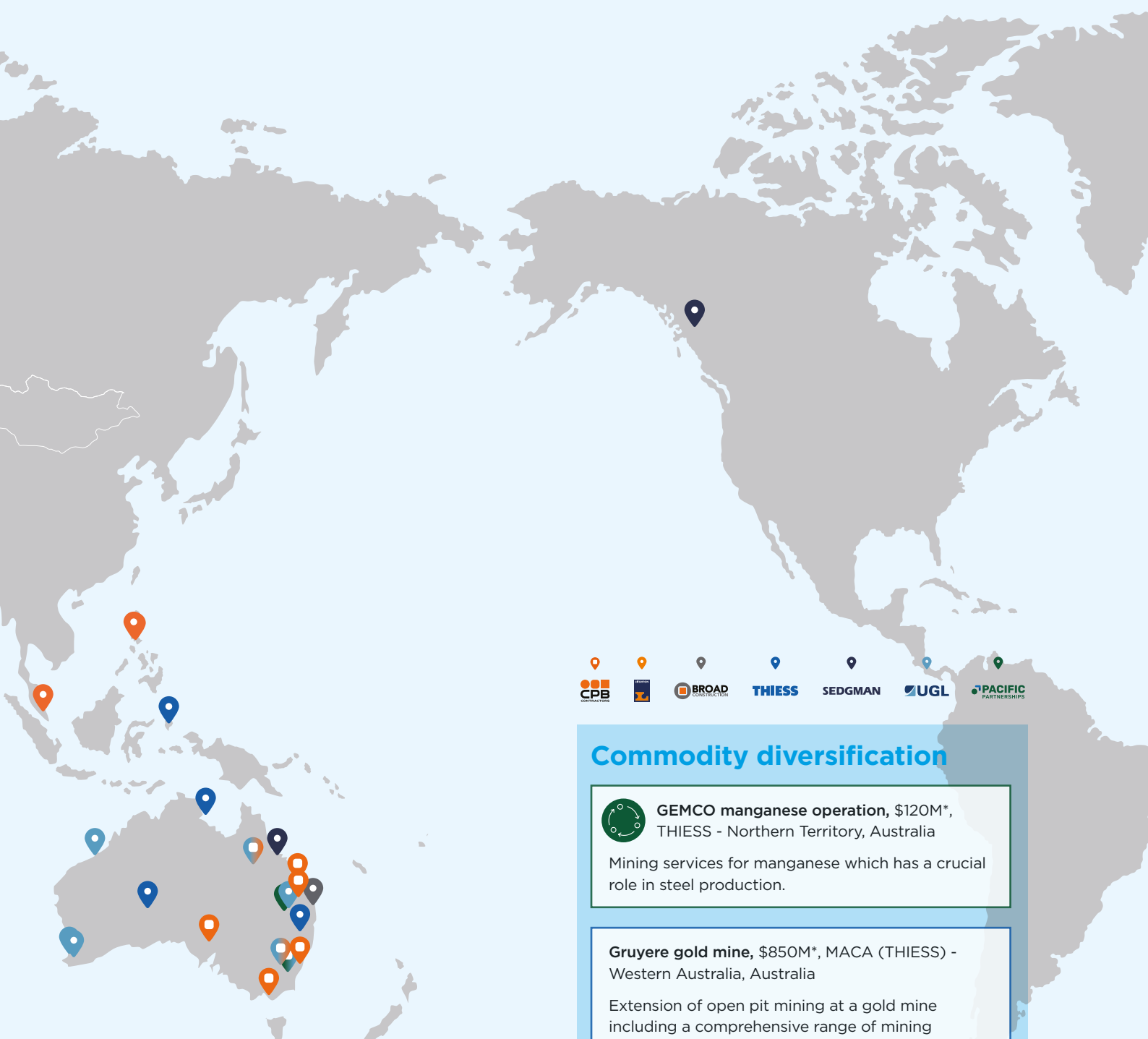
Hopeland Solar Farm, PACIFIC PARTNERSHIPS - Queensland, Australia


Development rights for the 300 MWdc solar farm.





Queensland Resources Common User Facility, SEDGMAN - Queensland, Australia

Critical minerals processing facility, the first of its kind in the Asia Pacific.




 **Burnett River dam wall**, CPB CONTRACTORS - Queensland, Australia
The major construction partner for a dam wall replacement project.

 **Nepean & New Bundaberg Hospital Projects**, CPB CONTRACTORS - New South Wales and Queensland, Australia
Stage 2 Nepean Hospital redevelopment and Stage 1 of new Bundaberg Hospital.


 **Defence Woomera Redevelopment**, CPB CONTRACTORS - South Australia, Australia
Design development for the Woomera Redevelopment Program with a \$500-\$750M delivery phase subject to approval.





Commodity diversification

 **GEMCO manganese operation**, \$120M*, THIESS - Northern Territory, Australia
Mining services for manganese which has a crucial role in steel production.


Gruyere gold mine, \$850M*, MACA (THIESS) - Western Australia, Australia
Extension of open pit mining at a gold mine including a comprehensive range of mining services.

 **Muswellbrook mine rehabilitation**, THIESS - New South Wales, Australia
Creation of native ecosystem and pasture land uses that generate approximately 180 hectares of rehabilitated land.

 **Eskay Creek Revitalisation Project**, SEDGMAN - British Columbia, Canada
Basic engineering and feasibility study update for Skeena Resources' former gold and silver mine.

 **Halmahera nickel mine**, \$240M*, THIESS - Halmahera, Indonesia
Full mining operations including mine development, road construction, ore loading, hauling.

***Value to Thies, of which CIMIC owns 50%**



Olive Downs Complex, Bowen Basin,
Queensland, SEDGMAN

Evolving our business

CIMIC Group is a dynamic future-focused enterprise.

We deliver essential infrastructure and services solutions that address environmental imperatives, connect and serve communities, and support economic participation and growth.

Our strong investments in innovation, digitisation, and collaborative research partnerships are enabling us to deliver more sustainable solutions, improve operational performance, and support our clients' decarbonisation strategies across multiple sectors.

Part of the energy transition, we are developing renewable energy assets, expanding our delivery of renewable energy projects, and delivering power infrastructure that enables the grid to use an evolving energy mix.

In minerals processing, we are diversifying into energy transition commodities, optimising operations and resource recovery, building our services in mine waste reprocessing, and innovating to help clients minimise their lifecycle emissions, water use and environmental footprint.

In 2023, 96% of CIMIC Group's revenue aligned with the Sustainability Development Goals, and since 2013 we have delivered 148 sustainability rated infrastructure and building projects.

INNOVATION



137
digital innovations
progressing through
our assessment and
development process



34%
reached implementation
milestones in 2023



4 partnerships
with leading universities:
University of Technology
Sydney, Western Sydney
University, Monash University,
and Torrens University
Australia

ENVIRONMENT



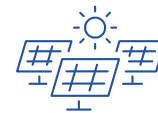
~96% of revenue aligned with
**UN Sustainable Development
Goals**



~57%
of revenue earned from
sustainability rated or
cleantech projects in 2023



On track to **reduce** our Scope
1 and 2 emissions **by 20%**
by 2025, from a 2019 base



148 sustainability rated
infrastructure and building
projects delivered since 2013



107 kt CO₂-e
reduction in Scope 1
and 2 emissions compared
to 2019



8 GWh of green power
consumed, in place of
traditional energy sources



~92% of waste
diverted from landfill
mainly for reuse



6.4 Mt of waste
reused, composted or
recycled



323 ML of
water from reused or
recycled sources



814 kl of bio-diesel
and bio-petrol consumed,
in place of fossil fuels

Our social impact

Our Safety and People governance frameworks are integrated and significantly support positive social outcomes. Both acknowledge that a respectful workplace is a safer, more supportive and engaging environment.

Respect also connects us to our communities. We proactively reach out for local people to participate in our employment opportunities and supply chain, sharing project benefits and creating an enduring skills legacy.

Our community activities and partnerships look to the future, aiming to contribute to community resilience and wellbeing.

Dutton Park State School students visit Cross River Rail's Boggo Road Station site, Queensland, PACIFIC PARTNERSHIPS, CPB CONTRACTORS and UGL



SOCIAL



95.9 million hours worked, up from 80.1 million in 2022



88.3 average annual **Safety Leadership Score**, against a target of 85



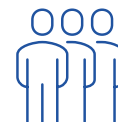
61.3% of our people reside in **Australia** and 38.7% in international operations*



We employ locally with **93.7%** of our people citizens of the country where they work



18.5% of our Australian workforce are women



Around **30,000** people in around **20** countries, plus job creation for tens of thousands of subcontractors and suppliers



523,952 hours training delivered



~\$1,342,320 support for communities where we operate



GOVERNANCE



86% repeat client rate



~74% of 2023 revenue was **EU Taxonomy-eligible**



4,277 new suppliers onboarded



97% of 19,211 direct suppliers we worked with in 2023 are local to our projects



\$9.6 billion spent on procurement of suppliers and services for our projects and businesses



\$168.8 million spent with Indigenous suppliers in Australia, an **34% increase** on 2022

Our companies



CPB CONTRACTORS delivers complex infrastructure projects across all sectors of the construction industry. Its subsidiary **BROAD CONSTRUCTION** is a trusted managing contractor.

LEIGHTON ASIA is an international infrastructure and industrial services company delivering projects throughout Asia.

UGL is a specialist end-to-end engineering, industrial services and operations provider and a leader in many of its sectors.

THIESS delivers sustainable solutions in open cut and underground mining in Australia, Asia and the Americas.

SEDGMAN is a leading provider of integrated minerals processing solutions.

EIC ACTIVITIES provides engineering and technical services.

PACIFIC PARTNERSHIPS develops, invests in and manages infrastructure and energy assets.



White Rock Solar Farm,
New South Wales, UGL

At a glance





Western Treatment Plant,
Melbourne, UGL

1ST

solar farm

energised for **Pacific Partnerships**
at Glenrowan Solar Farm

+140

social and health

infrastructure projects built by
CPB Contractors since 1958

247 **MWp**

of solar renewable energy capacity
installed by **UGL** in 2023

+163,000

hours

of digital engineering by
ONE Digital Construction Service
(hosted by **Leighton Asia**) in 2023

1ST **critical
minerals
facility**

in Asia Pacific to be delivered
by **Sedgman**

\$70b

in PPP's

delivered by **CIMIC Group**
over the past 25 years

Dynamic Train Testing, Sydney Metro City and Southwest,
New South Wales, PACIFIC PARTNERSHIPS, UGL and CPB CONTRACTORS





Project highlights



PACIFIC PARTNERSHIPS ACQUIRES FIRST QUEENSLAND SOLAR PROJECT

In 2023, Pacific Partnerships acquired the development rights for the Hopeland Solar Farm, located within the Western Downs Renewable Energy Zone 290 kilometres west of Brisbane, in the Darling Downs region of Queensland.

The project contributes to the Queensland Energy and Jobs Plan for 70% of electricity consumption to be sourced from renewables by 2032, and 80% by 2035. Its strategic location close to the Western Downs substation makes it ideal for co-location of a potential 175 MW/350 MWh battery energy storage system (BESS).

The approximately 300 MWdc Hopeland Solar Farm has potential to generate enough independent electricity to power approximately 100,000 average-sized homes. UGL is the project's delivery and operations partner.

Operations and renewable energy generation are expected to commence in 2026.



UGL'S SUCCESS STORY WITH TAILEM BEND SOLAR FARMS

In South Australia, the Tailem Bend 1 and 2 Solar Farms deliver 180 MW of power into the grid.

UGL was contracted by Vena Energy in 2018 to construct and maintain Tailem Bend 1 Solar Farm and achieved power generation in 2019.

UGL went on to provide a lifecycle solution for Tailem Bend 2 Solar Farm, including engineering, procurement, and construction and delivery of the associated substation.

UGL's comprehensive approach harnessed the combined 610,000 solar panels spread across Tailem Bend 1 and 2 sites and ensured seamless integration into the existing electricity network. The asset was fully commissioned in late 2023 and UGL continues to provide operations and maintenance services.



BESS PROJECTS ACROSS QUEENSLAND AND WESTERN AUSTRALIA

In 2023, UGL was appointed to install three Battery Energy Storage Systems (BESS) at sites in Queensland and Western Australia.

In Queensland for Neoen, UGL is expanding the Western Downs Battery project, increasing installed capacity to 270 MW/540 MWh. This builds on UGL's earlier contract to install the project's Tesla Megapack 2XL units and the high voltage infrastructure to

connect them to Neoen's Western Downs Green Power Hub and Powerlink Queensland's network.

In Western Australia, UGL secured contracts for Neoen's Stage 1 Collie Battery in the state's southwest, and APA Group's 35 MWh BESS facility at the Port Hedland Power Station in the state's Pilbara Region.



SUPPORTING THE SNOWY HYDRO

UGL is the principal contractor for the construction of a 660 MW power generation plant at the Hunter Power Project (HPP) in Kurri Kurri, New South Wales, commissioned by Snowy Hydro Limited.

The HPP will generate energy with two heavy-duty "F Class" open cycle gas turbines, capable of operating on hydrogen, natural gas and diesel as a backup.

UGL's scope of works includes procurement and supply of all supporting components and auxiliary systems, all civil and foundation works, site installation of equipment and testing and pre-commissioning.

The HPP will supplement Snowy Hydro's generation portfolio with dispatchable 'firmed' energy.



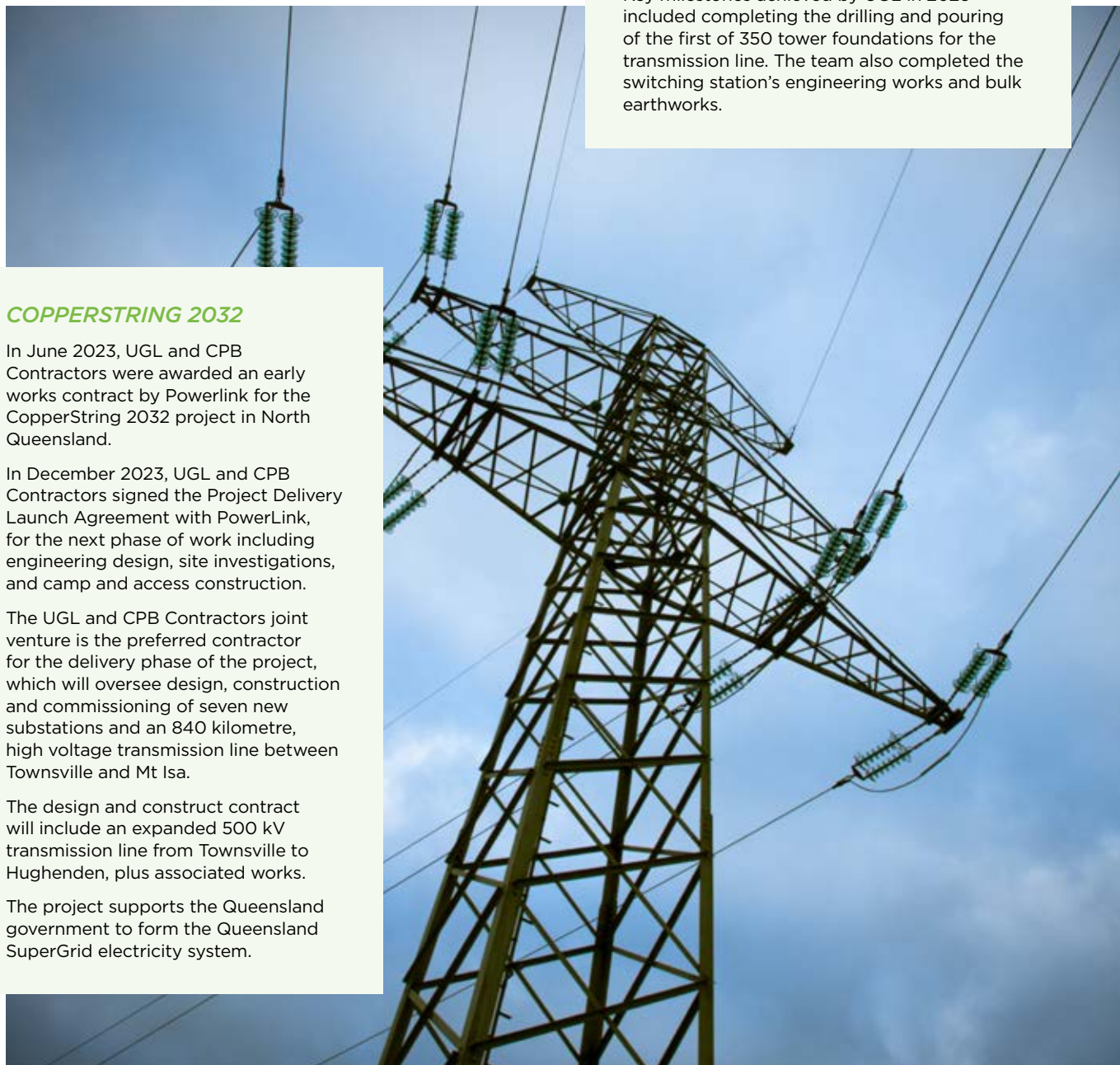
KIDSTON CLEAN ENERGY HUB

UGL is supporting the Kidston Clean Energy Hub's connection to the national electricity grid.

The hybrid wind, solar and pumped hydro hub is located 280 kilometres west of Townsville in Queensland.

UGL is responsible for the design, construction and installation of a 186 kilometre, high voltage transmission line from Kidston to Mount Fox, and a new 275 kV switching station located at Mount Fox.

Key milestones achieved by UGL in 2023 included completing the drilling and pouring of the first of 350 tower foundations for the transmission line. The team also completed the switching station's engineering works and bulk earthworks.



COPPERSTRING 2032

In June 2023, UGL and CPB Contractors were awarded an early works contract by Powerlink for the CopperString 2032 project in North Queensland.

In December 2023, UGL and CPB Contractors signed the Project Delivery Launch Agreement with PowerLink, for the next phase of work including engineering design, site investigations, and camp and access construction.

The UGL and CPB Contractors joint venture is the preferred contractor for the delivery phase of the project, which will oversee design, construction and commissioning of seven new substations and an 840 kilometre, high voltage transmission line between Townsville and Mt Isa.

The design and construct contract will include an expanded 500 kV transmission line from Townsville to Hughenden, plus associated works.

The project supports the Queensland government to form the Queensland SuperGrid electricity system.



FIRST SOLAR FARM ENERGISED FOR PACIFIC PARTNERSHIPS

In November 2023, Pacific Partnerships energised its 130 MWdc solar farm at Glenrowan in northern Victoria, commencing supply of renewable electricity to the national network as a registered generator.

Glenrowan Solar Farm will generate enough clean energy to power 45,000 Australian homes and has a 10-year power purchase agreement in place with the Victorian Government, supporting the state's renewable energy targets.

Achieving on-time energisation just one year after construction began is testament to the team's detailed planning, coordination and great working relationship with the Australian Energy Market Operator (AEMO).

The 245 hectare Glenrowan Solar Farm is located in

Victoria's North East Renewable Energy Zone, and has grid connection and services agreements with the Victorian transmission network operator (AusNet) and AEMO.

Pacific Partnerships engaged fellow CIMIC Group company UGL to engineer, procure, construct, operate and maintain the new solar farm.

Economic stimulus was delivered during the construction phase through around 125 full time-equivalent jobs, with up to 70% of the UGL workforce being local workers.

In addition to local employment, UGL engaged the local supply chain as much as possible and worked with local plumbing, survey and mapping, solar farm construction and electrical businesses.



HUMELINK WEST TRANSMISSION PROJECT

UGL and CPB Contractors have been selected by Transgrid to deliver the western section of the HumeLink high voltage electricity transmission project.

HumeLink is a new transmission project which will connect Wagga Wagga, Bannaby and Maragle in regional New South Wales. One of the state's largest energy infrastructure projects, HumeLink will increase the amount of renewable energy that can be delivered across the national electricity grid, delivering reliable and sustainable power.

The HumeLink West project, based on an incentivised target cost contract, will generate revenue of more than \$1.4 billion for UGL and CPB Contractors.

The UGL and CPB Contractors joint venture will be responsible for the engineering, procurement, construction and commissioning of the western portion of HumeLink, including 148 kilometres of 500 kV transmission lines, from the Snowy 2.0 connection at Maragle to Wagga Wagga. The joint venture will also construct two new 500 kV substations at Gugaa and Maragle and an augmentation at Transgrid's existing Wagga Wagga 330 kV substation.

The HumeLink contracts are structured in two stages, with early works finishing in mid-2024, including detailed design, investigations, procurement and project mobilisation. The second stage comprises main construction works and will begin after all project approvals have been granted and the final investment decision made, expected to occur in mid-2024.





DIGITAL INFRASTRUCTURE

LEIGHTON ASIA'S DATA CENTRE PORTFOLIO CONTINUES TO EXPAND

With extensive experience delivering data centre campuses that meet stringent functional and security requirements, Leighton Asia was awarded two new data centre contracts in 2023.

Selected by STT GDC Philippines, Leighton Asia, in joint venture, is delivering Phase 1 of the STT Fairview 1, a multi-phase data centre development project in Quezon City, Philippines.

In Malaysia, Leighton Asia is delivering a data centre expansion for a leading global data centre developer and operator. Initially, working closely with the client through an early contractor involvement process.

Leighton Asia's constructability advice led to offsite modularisation of key components to de-risk the delivery of the works and ensure a high-quality outcome.

These two projects add to several data centres Leighton Asia has completed or is currently delivering across the region in Hong Kong, Malaysia, Indonesia, Macau, and the Philippines.

Internationally, demand is increasing for cloud services and the vital digital infrastructure that supports them.

Leighton Asia's expertise meets strict compliance standards and delivers data centres that provide leading performance, reliability, and security.

Leighton Asia's expanding portfolio of data centre projects is built on the company's proven experience in design development, site establishment works, construction of data halls and associated buildings, supply and installation of equipment, mechanical, electrical, and plumbing services, façade and external works.





EXPANDED TELECOMMUNICATIONS CAPABILITY

Acquisition of the telecommunications services arm of Skybridge, in 2023, extends UGL's end-to-end capability for building, upgrading and maintaining networks across Australia.

Skybridge is an Australian installation and maintenance contracting company which specialises in the fibre, wireless and satellite telecommunications markets.

With the integration of Skybridge telecommunication services, UGL continues its strong growth in the sector and strengthens its offering in regional and remote Australia.



MOBILE INFRASTRUCTURE, AUSTRALIA

The UGL telecommunications team is contracted with Telstra to design and construct mobile infrastructure around Australia.

In May 2023, the team successfully completed the program's first mobile upgrade site at Lake Innes in New South Wales. The team has also completed 30 Site Acquisition Environment and Design (SAED) projects and is proceeding with a further 40+ SAED sites along the east coast.



NEW SUSTAINABLE MOBILITY



FIRST METRO TRAIN TRAVELS UNDER SYDNEY HARBOUR

The team delivering the Sydney Metro City and Southwest Line-wide Works have achieved a major milestone with the very first train entering the new southbound metro tunnel at Chatswood, travelling beneath the harbour, and reaching Barangaroo Station.

This inaugural train trip marks the start of dynamic testing and was made possible because of the efforts made by thousands of people over the past five years.

CPB Contractors and UGL are delivering the Line-wide Works for the Sydney Metro City and Southwest project, while Pacific Partnerships and UGL will operate and maintain the metro railway from Rouse Hill to Bankstown once operational as part of the Northwest Rapid Transit Consortium.

To reach this milestone the project team increased the operational capacity of the stabling yard at Rouse Hill, delivered track construction and fit-out through the 15.5 kilometre twin tunnels, switched on the power and completed extensive operational and safety planning, as well as testing and commissioning activities.

CIMIC Group companies have played a major role in the delivery of Sydney Metro and, as part of a joint venture, used five tunnel boring machines to deliver twin 15.5 kilometre metro tunnels from Chatswood to Sydenham, including under Sydney Harbour and the CBD.

LEIGHTON ASIA TO SUPPORT EASING OF ROAD CONGESTION IN MANILA

Leighton Asia has been selected by the Philippines Department of Transportation to construct two sections of the North South Commuter Railway System (NSCR) - South Commuter Railway Project (SCRCP), a project that will ease road congestion around Manila.

The Leighton-First Balfour joint venture will construct Contract Packages S-03A (CP S-03A) and S-03B (CP S-03B) for the project, generating revenue of approximately \$728 million for Leighton Asia. The project is part of the Government's larger strategic transportation network to boost economic and urban growth between metro Manila and southern Luzon.

Leighton Asia has a strong track record and expertise in delivering world-class railway projects such as the Express Rail Link West Kowloon Terminus Station in Hong Kong, the largest underground railway station in the world.

CP S-03A and CP S-03B are part of the nearly 56 kilometre long SCRCP, which is financed by the Asian Development Bank. It runs along the existing Philippine National Railways alignment and is comprised of 19 stations. The SCRCP is the southern leg of the 147 kilometre NSCR system, which is set to run from Clark International Airport in Pampanga to Calamba, Laguna. The NSCR is set to accommodate as much as 800,000 passengers daily in its first year of operations.





CANBERRA METRO TO BUILD AND OPERATE CANBERRA LIGHT RAIL STAGE 2A

Pacific Partnerships, CPB Contractors and UGL, as part of the Canberra Metro consortium, will finance, design, build and operate the next stage of Canberra's world class light rail system, Stage 2A from the City to Commonwealth Park.

The Canberra Light Rail Stage 2A project is jointly funded by the Australian Government and the Australian Capital Territory (ACT) Government. Canberra Metro was awarded the \$577 million contract following a single select procurement process, generating revenue of approximately \$227.5 million for CPB Contractors and UGL.

The Stage 2A "catenary free" or wireless extension will be delivered under Canberra Metro's existing public private partnership (PPP) with the ACT Government.

This is the third Canberra Light Rail package for Canberra Metro, which includes CIMIC's Pacific Partnerships (sponsor and equity funding), CPB Contractors (design and construction) and UGL

(operations and maintenance).

Following on from the initial Stage 1 of the network (City to Gungahlin), Canberra Metro is currently delivering five additional light rail vehicles with onboard energy storage batteries to allow wireless operation, and an expansion of the existing Depot.

The project is the next important step in taking light rail all the way to Woden.

Canberra Metro funded the PPP finance contribution for the new Stage 2A 1.7 kilometre extension through an innovative green loan that recognises the project's carbon reduction benefits – with Stage 1 operating on 100% renewable electricity.

The design and construction scope of work includes delivery of three new stops at Edinburgh Avenue, City South and Commonwealth Avenue, with construction due to start in January 2024 for a four-year duration.



NEW SYDNEY METRO STATION OFFICIALLY NAMED GADIGAL STATION

In October 2023, the NSW Government officially named the new Sydney Metro station at the southern end of the Sydney CBD, Gadigal Railway Station. The station name acknowledges the Gadigal people, the original custodians of the land around Sydney's CBD.

The station, formerly known as Pitt Street Station, is being delivered by CPB Contractors as part of the ongoing Sydney Metro Integrated Station Development project.

The project includes the delivery of a 250-metre-long underground station that stretches beneath Pitt Street, connecting Park Street to Bathurst Street, nestled between Pitt and Castlereagh streets. Additionally, it includes the construction of integrated connections between the two station entrances with retail and other commercial facilities.

Engagement with key Aboriginal stakeholders and communities, including the Metropolitan Local Aboriginal Land Council, resulted in overwhelming support for Gadigal as the new station name.

Wayfinding, such as maps and signage at all stations and on every metro train, will include station names across the alignment to assist passengers in navigating their trip.



CPB CONTRACTORS CONFIRMED TO DELIVER VICTORIA'S SUBURBAN RAIL LOOP EAST

CPB Contractors was selected by the Victorian Government to deliver the first major tunnelling package on the Suburban Rail Loop East project, as part of the Suburban Connect consortium, alongside ACCIONA and Ghella.

The package will construct a 16 kilometre section of the project's 26 kilometre twin tunnels, including tunnelling between Cheltenham and Glen Waverley, two new underground station boxes and construction works at the Southern Stabling Yard, the critical first step in the city's public transport network transformation.

CPB Contractors is an industry leader in the delivery of complex construction and brings decades of experience to this first major package of Suburban Rail Loop,

providing critical transport connections for the city.

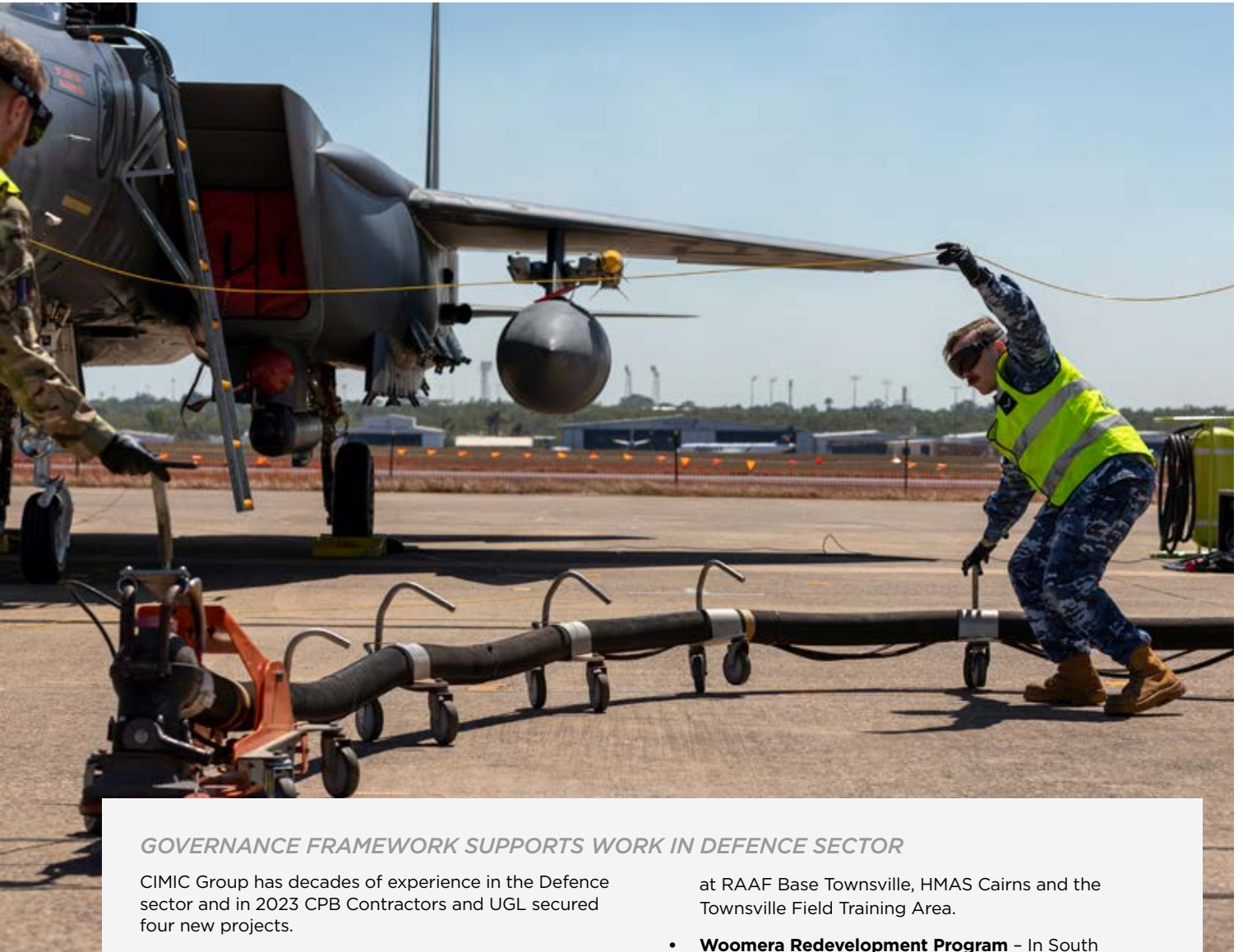
Working collaboratively with the Suburban Rail Loop Authority, CPB Contractors is committed to supporting residents, local communities and businesses, by providing Victorians with every opportunity to benefit from the social, employment, skills and sustainability outcomes these infrastructure projects create.

Suburban Rail Loop will reduce travel times and congestion, connecting millions of people to key employment, health and education destinations in Melbourne's east and south east.

Major tunnelling works are expected to commence in 2026.



SOCIAL INFRASTRUCTURE



GOVERNANCE FRAMEWORK SUPPORTS WORK IN DEFENCE SECTOR

CIMIC Group has decades of experience in the Defence sector and in 2023 CPB Contractors and UGL secured four new projects.

CIMIC's governance framework significantly supports our ability to work effectively in the Defence sector. Our Group's disciplined systems, technical expertise, safety commitment and experience working in remote locations meet the sector's unique operational and security requirements.

CPB Contractors secured three contracts:

- **North Queensland Mid-Term Refresh Program** – The managing contractor project works, valued at approximately \$104 million, include new and upgraded engineering services and building refurbishments

at RAAF Base Townsville, HMAS Cairns and the Townsville Field Training Area.

- **Woomera Redevelopment Program** – In South Australia, the awarded design development activities are ahead of an expected delivery phase consisting of upgrades to buildings, services and infrastructure, with an estimated value of between \$500 million and \$750 million.
- **Upgrades at RAAF Bases Curtin and Learmonth** – In Western Australia, works will involve upgrades to runways, taxiways, parking areas and aeronautical ground lighting, asphaltting and the enhancement of culverts and drainage.

UGL IS SUPPORTING THE AUSTRALIAN DEFENCE FORCE (ADF) FUEL NETWORK ACROSS AUSTRALIA.

ADF Fuel Network – The five-year contract provides strategic advice, planning, supply management, operations, and maintenance for the ADF fuel network, generating approximately \$500 million in revenue.

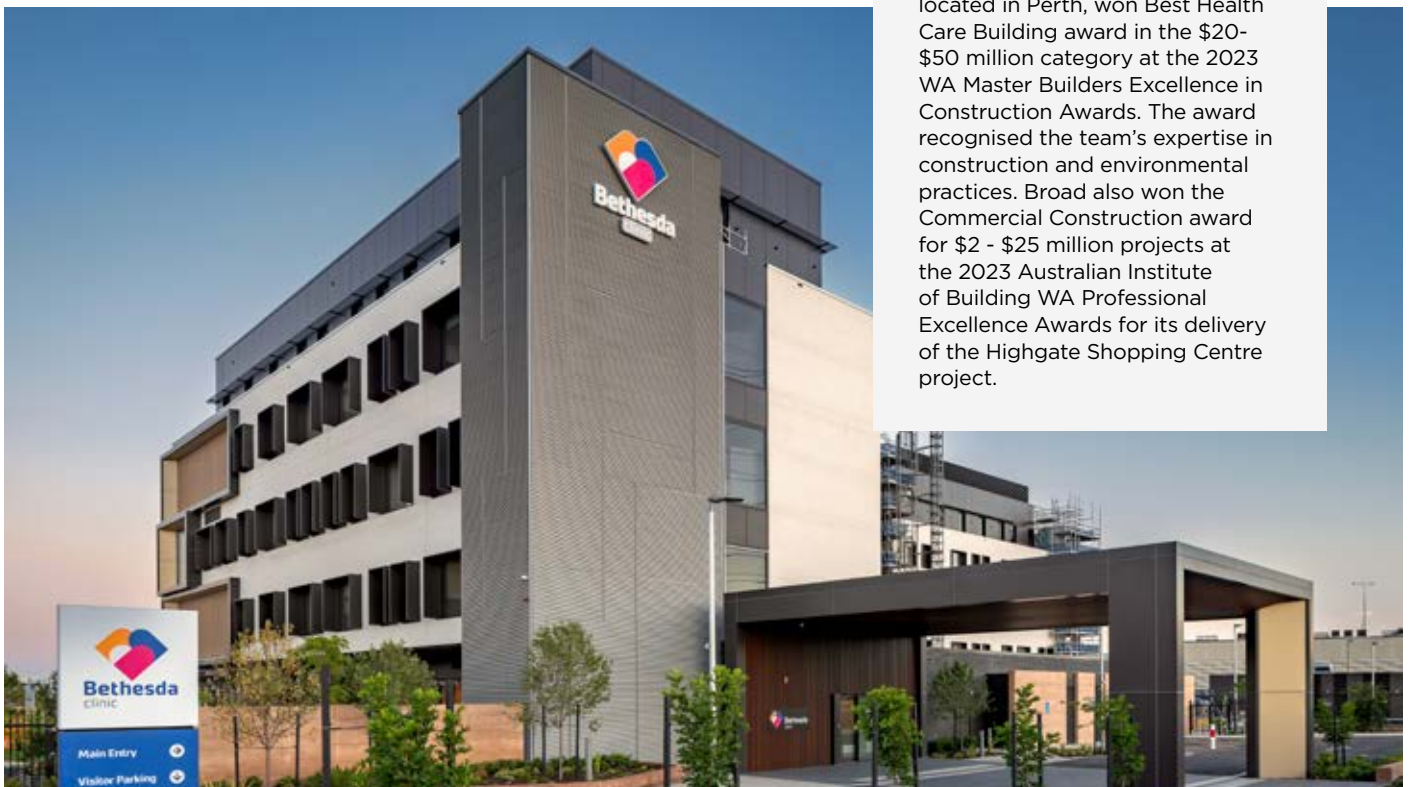


CPB CONTRACTORS WINS NEPEAN HOSPITAL REDEVELOPMENT STAGE 2

The NSW Government's Nepean Hospital Redevelopment Stage 1 was awarded the Commercial Construction Award at the Australian Institute of Building's 2023 Professional Excellence Awards, recognising it for sustainability. Further hospital contracts awarded to CPB Contractors in 2023 include Nepean Hospital Redevelopment Stage 2, Sydney's Royal Prince Alfred Hospital Redevelopment and Queensland's new Bundaberg Hospital.

BROAD CONSTRUCTION AWARDED BEST HEALTH CARE BUILDING

Bethesda Clinic Stage 1, a five-storey mental health facility located in Perth, won Best Health Care Building award in the \$20-\$50 million category at the 2023 WA Master Builders Excellence in Construction Awards. The award recognised the team's expertise in construction and environmental practices. Broad also won the Commercial Construction award for \$2 - \$25 million projects at the 2023 Australian Institute of Building WA Professional Excellence Awards for its delivery of the Highgate Shopping Centre project.





BROAD CONSTRUCTION SELECTED FOR NEW ROBOTICS AND ADVANCED MANUFACTURING CENTRE IN QUEENSLAND

TAFE Queensland's new two-storey facility will specialise in industry-leading robotics, advanced manufacturing, process instrumentation, renewable technologies (hydrogen and solar) and telecommunications technologies. In 2023, Broad was also awarded a contract to deliver the Kalamunda Senior High School Redevelopment Project in Western Australia.



DELIVERING LUXURY RESIDENTIAL APARTMENTS WITH A FOCUS ON SUSTAINABILITY IN INDIA

Leighton Asia has been awarded a contract by the Elan Group to construct a luxury residential project in Gurgaon, India.

Known as The Presidential, the project will comprise 728 apartments, making it Leighton Asia's largest residential project.

It will generate revenue of approximately \$190 million for Leighton Asia.

The project has an Indian Green Building Council (IGBC) Leadership in Energy and Environmental Design (LEED) Gold target.

IDD TECH LAUNCHES INNOVATION PARTNERSHIP

CIMIC Group's software development company, IDD Tech, and Torrens University Australia have launched an innovation partnership

The partnership drives applied research and software development to advance innovation, sustainability and productivity in infrastructure delivery and services. Its establishment generates opportunities for academics, PhD candidates and industry specialists to share knowledge and collaborate on applied research projects.

The partnership's four collaboration areas include:

- knowledge creation – supporting applied research projects
- innovation studio – establishing an international ideas network
- workforce training – codesigning research-based and customised training
- knowledge transfer – sharing research outcomes.

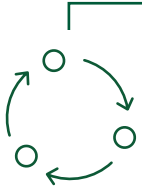
IDD Tech develops Integrated Digital Delivery (IDD) software solutions for the infrastructure, resources and services sectors.

ISO 27001 certified, IDD Tech's first proprietary products to market have been developed in-house and proven on hundreds of major projects:

- Cats™ equips teams to embed value in competitive tenders.
- Siterover™ supports engineers' mobility and near-real time reporting.
- Sensgrid™ uses sensor networks to manage risk.
- Visualisation tools, ToBe Builder™ and ToBe Maps™ enable teams to plan optimal solutions before commencing work on site.

IDD Tech supports clients with advice on product and technology selection, and build and upgrade strategies. Experienced business analysts and technical managers provide onsite and remote installation, configuration and support services.





ENERGY TRANSITION COMMODITIES

SEDGMAN APPOINTED MANAGING CONTRACTOR FOR CRITICAL MINERALS FACILITY

The Queensland Government appointed Sedgman as the Managing Contractor for the delivery of a critical minerals processing facility in late 2023.

Sedgman is working closely with the client to develop the detailed design and construction program for the Queensland Resources Common User Facility (QRCUF).

Located in Townsville, the QRCUF will accelerate the development of commercial mining projects, promote investment in advanced mineral manufacturing opportunities, and support supply chain and industry development.

Sedgman's holistic approach integrates its minerals processing, engineering, and environmental services capabilities to address the project's technical and sustainability objectives and support the Queensland Government's Net Zero Policy.

The state-owned facility is intended to be operational for vanadium processing in 2025, with capacity to expand over time to process other critical minerals like cobalt and rare earth elements.



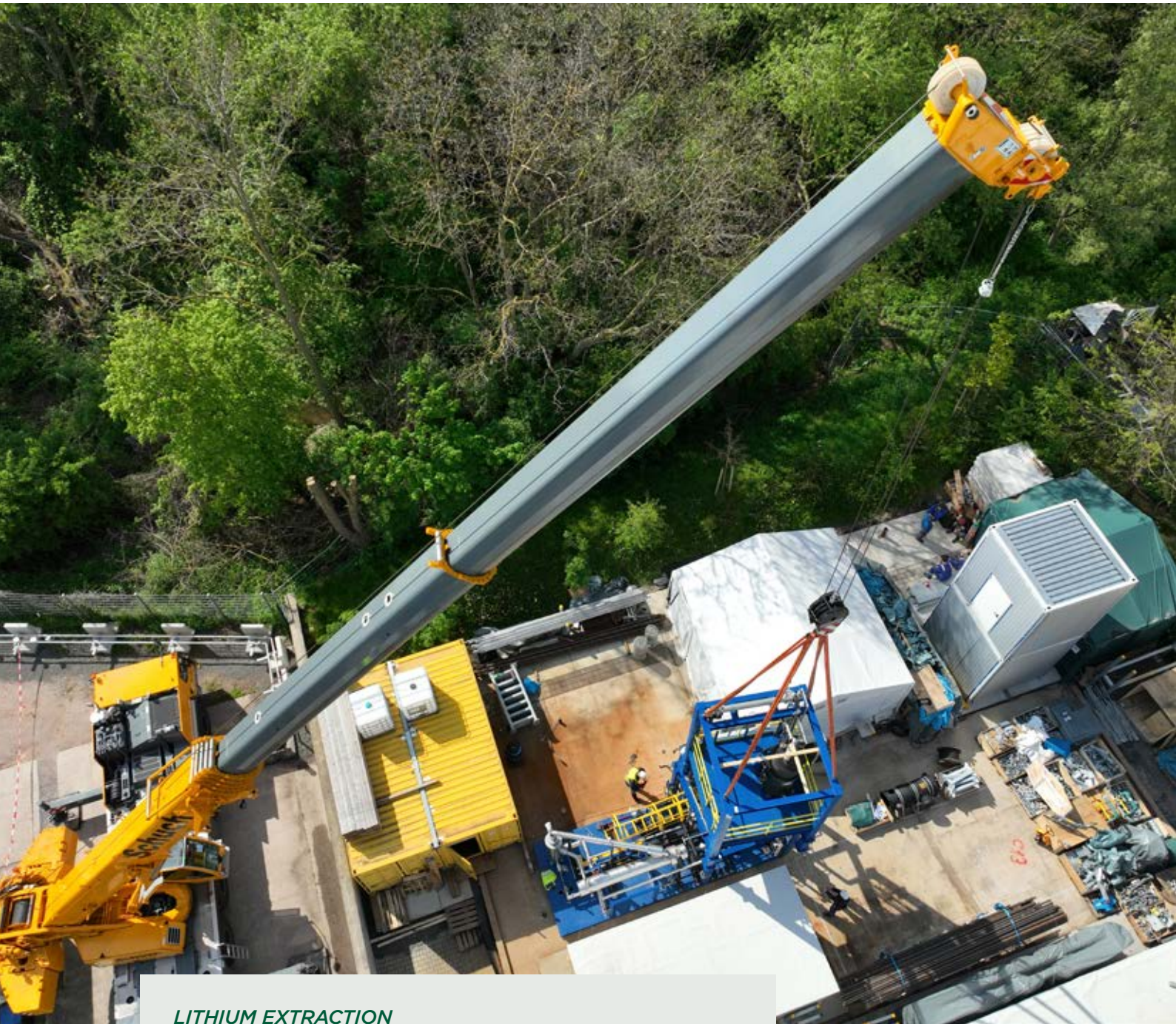
SEDGMAN WINS CONTRACT TO DELIVER ENGINEERING WORKS

Further diversifying in 2023, Sedgman secured a contract to deliver the basic engineering and Definitive Feasibility Study for Skeena Resources' Eskay Creek Project (former gold and silver mine) in northwest British Columbia, Canada.

Sedgman drew on its extensive knowledge in feasibility studies, engineering design, procurement, and longstanding project delivery and operations capability to support the study.

The positive Definitive Feasibility Study was a critical de-risking step for Skeena in the development of Eskay Creek. The study achieved multiple breakthroughs in metallurgy, increased mineral reserves by approximately 20% and continued to increase the project value for Skeena's shareholders.





LITHIUM EXTRACTION

Sedgman Novopro supported Vulcan Energy Resources' Lithium Extraction Optimisation Plant (LEOP).

The team worked with Vulcan to complete the engineering, and production of lithium chloride skid-mounted units to support the installation of the pilot plant.

The Sedgman Novopro team designed and supplied the complete evaporator crystalliser, a key component of the purification process, as a skid-mounted unit with electrical and control panels fully programmed and tested. The project scope includes a further two lithium hydroxide crystalliser units, including centrifuges and drier to make market grade lithium hydroxide.

The LEOP plant's successful commissioning supports Vulcan Energy's aim to provide battery-quality lithium chemicals for the energy transition.

SEDGMAN MOBILISES ON SITE AT BLACKWATER MINE PROJECT

The Sedgman team mobilised to site at Artemis Gold's Blackwater Mine in British Columbia, Canada in early 2023.

Sedgman is designing and constructing the processing and associated infrastructure for a 6 Mtpa processing facility.

The plant consists of a three-stage dry crushing circuit, and a 14 MW single stage ball mill and gravity gold comminution circuit, combined with a traditional carbon in leach circuit, processing 16,000 tonnes per day.

Upon completion of planned future expansions this will be one of the largest gold processing plants in Canada, while having one of the lowest carbon footprints for a large open pit gold mining/processing operation.



GOLD, COPPER AND NICKEL INFRASTRUCTURE

CPB Contractors secured resources infrastructure projects in 2023 for essential commodities including nickel and gold.

Cadia Holdings, a wholly owned subsidiary of Newcrest Mining Limited, selected CPB Contractors to deliver enabling works for the Cadia Tailings Storage Facility Recommissioning Project.

The project will support the operation of the Cadia gold and copper mine, near Orange in New South Wales.

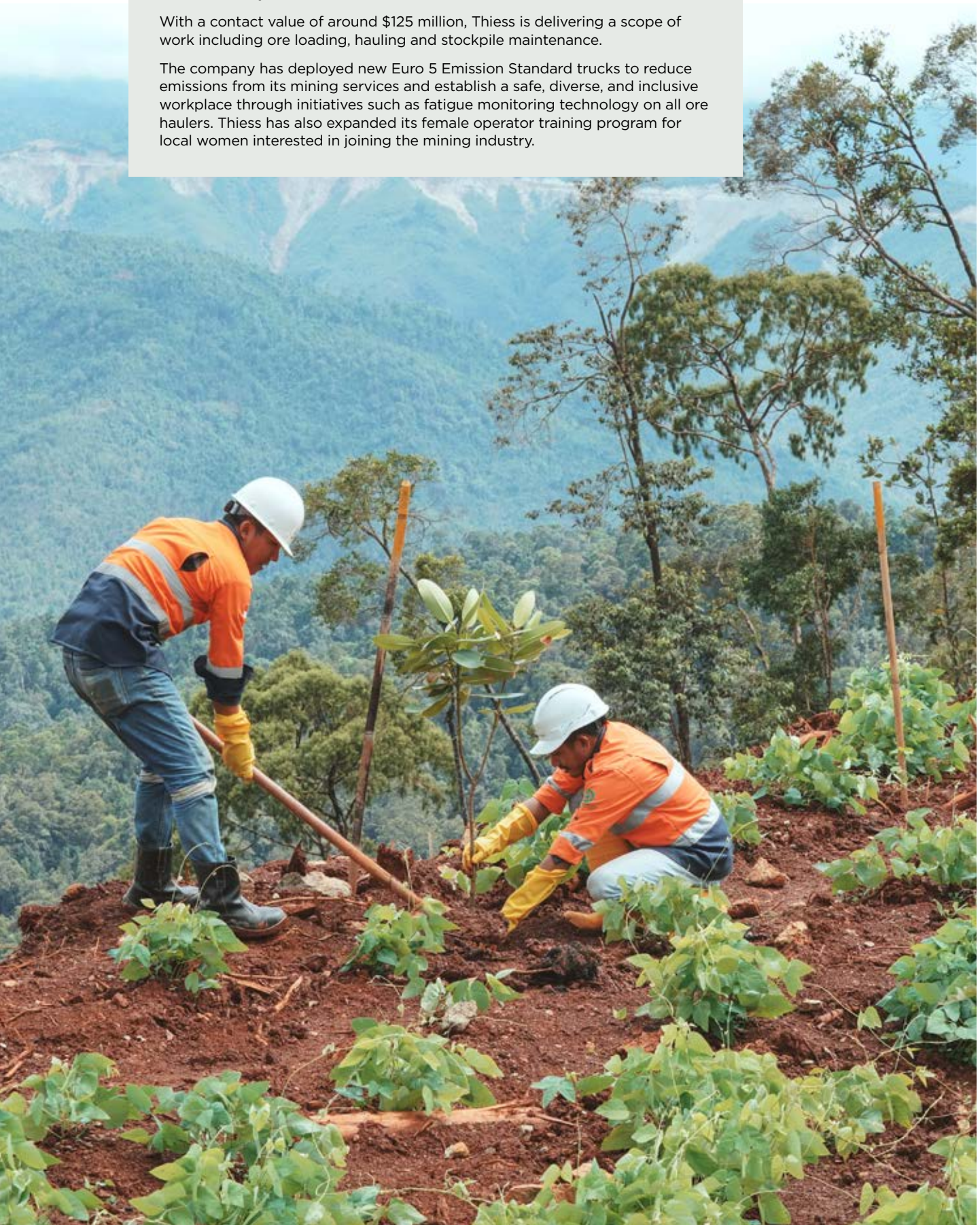
BHP selected CPB Contractors to deliver the BHP Nickel West Mt Keith Debottlenecking Project's Structural Mechanical, Piping, Electrical & Instrumentation (SMPE&I) work package near Leinster, Western Australia. The project will provide additional grinding capacity to meet the processing requirements of ore with different characteristics, enhancing project productivity.

THIESS ENTERS INDONESIAN NICKEL INDUSTRY

In May 2023, Thiess commenced work on a four-year ore hauling contract with Weda Bay Nickel, on Halmahera Island, North Maluku, Indonesia.

With a contract value of around \$125 million, Thiess is delivering a scope of work including ore loading, hauling and stockpile maintenance.

The company has deployed new Euro 5 Emission Standard trucks to reduce emissions from its mining services and establish a safe, diverse, and inclusive workplace through initiatives such as fatigue monitoring technology on all ore haulers. Thiess has also expanded its female operator training program for local women interested in joining the mining industry.





THIESS EXPANDS PRESENCE IN CHILE

In March 2023, Thies commenced the provision of full-service mining at the Llano project, located in the Sierra Gorda District, Antofagasta, Chile.

With a contract value of \$155 million, the Thies scope of works includes mining operations, maintenance, and asset management services at the greenfield copper mine for Minera Centinela, a joint venture between Antofagasta Minerals (70 percent) and Marubeni Corporation (30 percent).



THIESS SECURES A\$240M NICKEL CONTRACT IN CENTRAL HALMAHERA, INDONESIA

In August 2023, Thies was awarded a \$240 million nickel mining contract with PT Halmahera Sukses Mineral in Indonesia.

During this 3.5-year contract, Thies will deliver full mining operations including mine development, haul road construction, ore loading and hauling. The mine is situated in Central Halmahera, North Maluku, just 6 kilometres from another Thies operation, therefore consolidating its regional footprint and operational efficiency.



SUSTAINABLE INFRASTRUCTURE

TOP INDUSTRY ACCOLADE FOR M80 RING ROAD UPGRADE

The M80 Ring Road Upgrade from Sydney Road to Edgars Road, delivered by CPB Contractors, won the 2023 Australian Construction Achievement Award.

CPB Contractors' partnership with Major Road Projects Victoria, has transformed one of Melbourne's busiest freeways. With a strong sustainability focus, the project was completed under budget and a year ahead of schedule.

The award recognises outstanding collaboration, construction excellence, and a new standard for diversity and inclusivity.

The project achieved a representation of 3.1% Aboriginal employees and a leadership team comprised of 40% women, with 30% of the overall project workforce also women.

The project was the first freeway to incorporate recycled content in every pavement layer.

Materials included Reconophalt™, an Australian innovation, which contains content derived from soft plastics, glass and toner that would otherwise be sent to landfills or stockpiled. Performance testing on the asphalt has reported up to 65% improvement in fatigue life and superior deformation resistance for withstanding heavy vehicular traffic.

CPB Contractors' delivery of the M80 Ring Road Upgrade from Sydney Road to Edgars Road included widening 5.7 kilometres of freeway, adding additional lanes, ramps, collector distributors and a smart freeway system.



REDEVELOPING BRISBANE'S INTERNATIONAL AIRPORT

CPB Contractors was selected by Brisbane Airport Corporation to undertake the planning phase of the International Terminal Security and Retail Upgrade project.

Subject to the successful completion of the planning phase, a delivery phase will follow.

The project involves the reconfiguration and expansion of the International Terminal's main security screening area and upgrading retail and administrative facilities.

The Brisbane Airport is a strategically important economic driver for Queensland. This security upgrade will ensure that the International Terminal has the infrastructure and facilities to continue to provide a high level of services as the population of Brisbane grows, and with it the number of passengers.

CPB Contractors has worked closely with Brisbane Airport Corporation to successfully deliver other major projects including the new parallel runway and the northern access road.



CPB CONTRACTORS CONSORTIUM DELIVERS DUPLICATED JOY BALUCH AM BRIDGE IN SOUTH AUSTRALIA

In August 2023, a major milestone was achieved on the Joy Baluch AM Bridge Duplication Project in South Australia with two lanes of traffic opened in each direction on the bridge.

The milestone was delivered by the Port Wakefield to Port Augusta Alliance, a consortium of CPB Contractors, GHD and Aurecon, on behalf of the Department for Infrastructure and Transport.

Works carried out to deliver the two-lane, two-way bridge included:

- construction of a new bridge, adjacent to the existing two-lane Joy Baluch AM Bridge, to allow for two lanes of traffic in both directions

- remediation and strengthening to both the existing Joy Baluch AM Bridge and the bridge over the ARTC rail corridor between Flinders Street and Mackay Street
- upgrades to pedestrian and cyclist facilities
- upgrade to the intersection at Mackay Street and Augusta Highway.

In addition to the Joy Baluch AM Bridge Duplication Project, CPB Contractors is partnering in the delivery of a number of other key regional projects as part of the Port Wakefield Overpass and Highway Duplication Project and the Augusta Highway Duplication (Port Wakefield and Lochiel) Project.

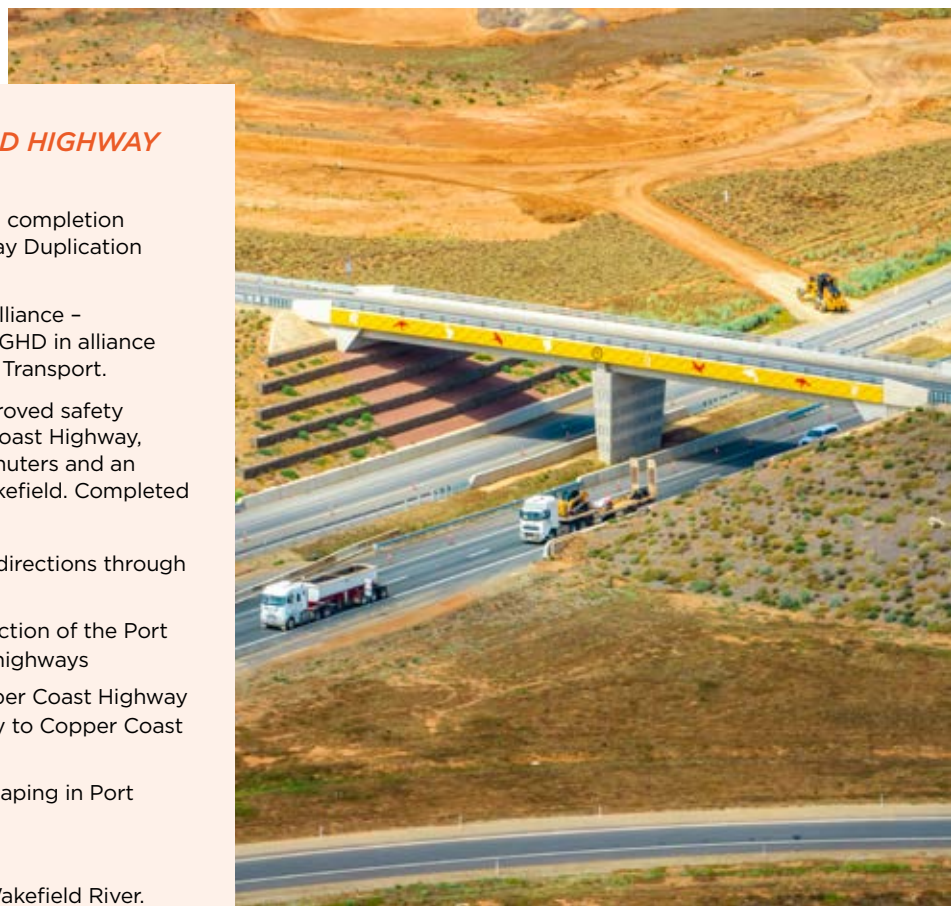
PORT WAKEFIELD OVERPASS AND HIGHWAY DUPLICATION

In March 2023, CPB Contractors celebrated completion of the Port Wakefield Overpass and Highway Duplication project in South Australia.

The project was delivered by the PW2PA Alliance – comprising CPB Contractors, Aurecon and GHD in alliance with the Department for Infrastructure and Transport.

This project has eased congestion and improved safety on the Augusta Highway and the Copper Coast Highway, resulting in improved traffic flows for commuters and an improved agricultural gateway for Port Wakefield. Completed works include:

- construction of two-lane roads in both directions through Port Wakefield
- removal of at-grade turns at the intersection of the Port Wakefield, Copper Coast and Augusta highways
- a new two-lane overpass from the Copper Coast Highway to Port Wakefield and Augusta Highway to Copper Coast Highway
- upgraded pedestrian access and landscaping in Port Wakefield
- realignment of an intersection
- construction of new bridges over the Wakefield River.



LEADING SUSTAINABILITY RATING FOR CROSS RIVER RAIL – TUNNEL, STATIONS AND DEVELOPMENT PPP

The transformational Cross River Rail (CRR) project is using a public private partnership (PPP) to sustainably deliver its Tunnel, Stations and Development (TSD) package.

The Pulse PPP consortium is delivering a 10.2 kilometre rail line including 5.9 kilometres of twin tunnels, four new underground stations and ongoing maintenance services.

Pacific Partnerships is lead sponsor of Pulse, with CPB Contractors and UGL part of the Design and Construct Subcontract joint venture team (CBGU) and UGL is the Facilities Management provider.

CRR TSD has a forecast reduction of more than 135,000 tonnes of emissions during construction and operations to 2050. This has been achieved through energy and materials innovations.

The project was awarded a 'leading' design rating by the Infrastructure Sustainability Council (ISC), the ISC's highest possible rating.

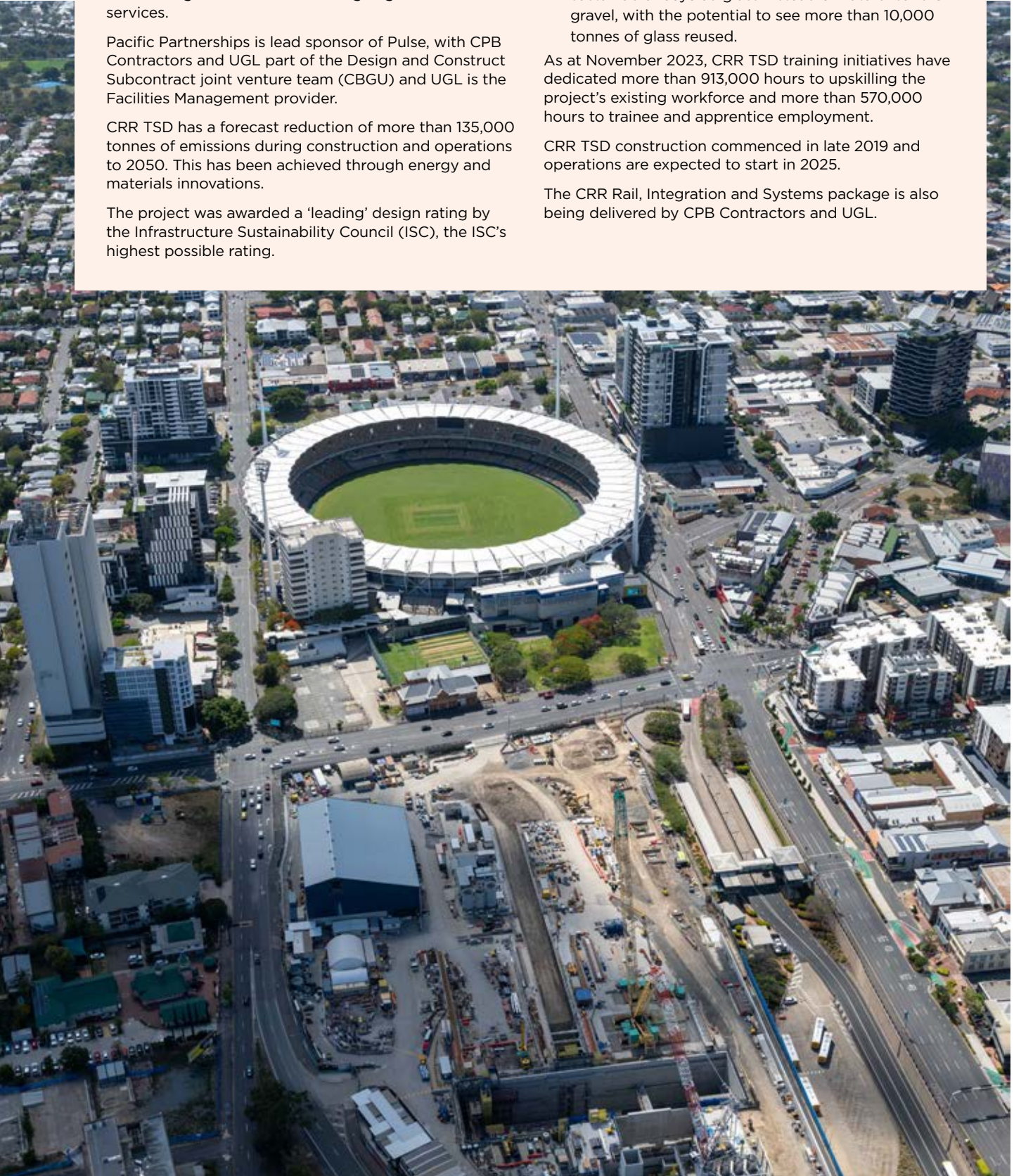
Energy and materials innovations include using:

- station entrance designs that maximise light and natural ventilation, reducing energy consumption
- high (50%) supplementary cementitious material content within ready-mix concrete
- sustainable recycled glass instead of natural sand or gravel, with the potential to see more than 10,000 tonnes of glass reused.

As at November 2023, CRR TSD training initiatives have dedicated more than 913,000 hours to upskilling the project's existing workforce and more than 570,000 hours to trainee and apprentice employment.

CRR TSD construction commenced in late 2019 and operations are expected to start in 2025.

The CRR Rail, Integration and Systems package is also being delivered by CPB Contractors and UGL.





TASWATER CAPITAL WORKS, TASMANIA – VITAL WATER INFRASTRUCTURE UPGRADE

The \$243.9 million Bryn Estyn Water Treatment Plant Upgrade has been successfully delivered by TasWater’s Capital Delivery Office, in partnership with UGL and CPB Contractors.

The critical infrastructure upgrade significantly lowers the risk of water restrictions in the greater Hobart region.

Improved technology and operational efficiency enable the daily delivery of an impressive 160 million litres of water, benefiting more than 200,000 customers.

The project was delivered on time and under budget, and provided opportunities for numerous Tasmanian based businesses during construction, contributing to the local economy, and fostering community growth.

UGL CONTRACT TO OPERATE PASSENGER TRAINS IN MELBOURNE, AUSTRALIA EXTENDED

The Victorian State Government extended the contract with Metro Trains Melbourne (MTM) to operate Melbourne’s metropolitan passenger rail services for a further 18 months.

The contract extension, awarded by the Victorian government, will begin in November 2024 on similar terms to the existing contract.

UGL is part of the MTM consortium, which has been operating passenger trains in metropolitan Melbourne since 2009.

For around 14 years, MTM has provided the people of Melbourne with a safe and reliable train network.

MTM operates 226 six carriage trains across 998 kilometres of track, transporting 450,000 customers each day.



THIESS REHABILITATION SECURES MUSWELLBROOK REHABILITATION CONTRACT

Thiess Rehabilitation has secured a two-year contract with Idemitsu Australia's Muswellbrook Coal Company (MCC) to deliver rehabilitation services at the Muswellbrook Coal Mine, in the upper Hunter region of New South Wales.

Thiess Rehabilitation will conduct detailed design and construction of the post-mining landform, creating a combination of native ecosystem and pasture land uses that generate approximately 180 hectares of rehabilitated land across MCC's open cut mine.

This is the second contract with Idemitsu Australia for Thiess Rehabilitation, having been awarded the rehabilitation services contract for Idemitsu Australia's Ensham mine in Queensland in July 2022.

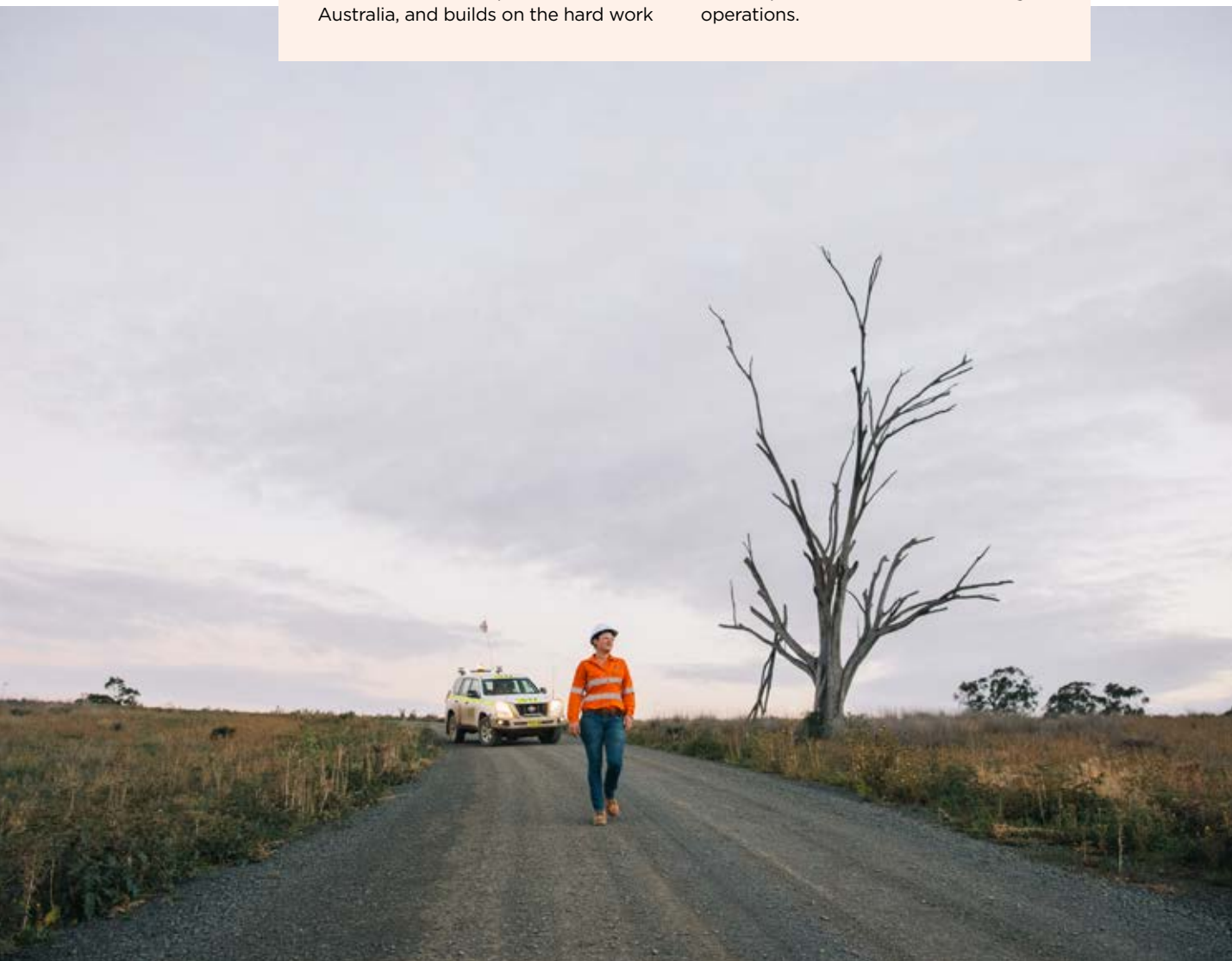
The Muswellbrook contract demonstrates the growing strength of Thiess' relationship with Idemitsu Australia, and builds on the hard work

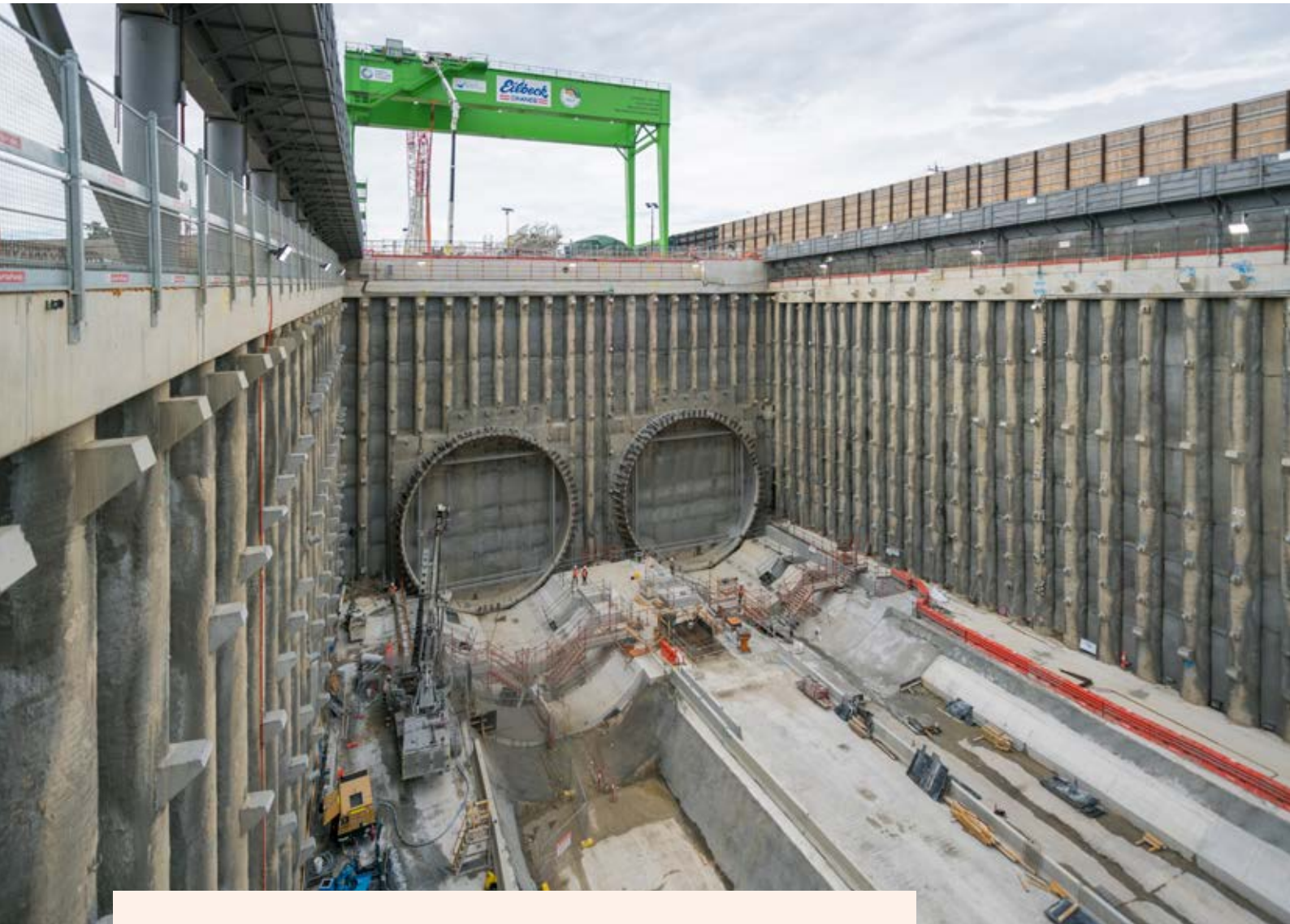
and solid performance of the team at Ensham.

Muswellbrook Coal Mine also holds special significance for Thiess. The mine's open-cut operations began in 1944 and that contract was awarded to the Thiess founders, the Thiess Brothers, marking both the start of Thiess' mining business, as well as the start of Thiess' presence in the Hunter region.

Muswellbrook Coal has been owned by Idemitsu since 1989 and has a very proud history. Now that mining and processing operations have been completed at the site, Idemitsu is progressing plans to develop the Muswellbrook Clean Industries Precinct at the site.

Thiess has delivered award winning rehabilitation programs globally for more than 30 years and is continuing this tradition of excellence as a trusted partner in sustainable mining operations.





CELEBRATING A YEAR OF MILESTONES ON NORTH EAST LINK

2023 has been a year of significant progress for the North East Link Primary Package PPP, with Pacific Partnerships and CPB Contractors, as part of the Spark consortium, and UGL as a contractor, achieving key project milestones across construction sites:

- The Watsonia team completed the launch box area and welcomed the first Tunnel Boring Machine to the site, paving the way for tunnel excavation in 2024.
- At Winsor Reserve, the team has installed all of the steel framing for Winsor Shed, a key hub for future project activities.
- In Bulleen, crews have completed works and opened the new Bulleen Road, which will ensure convenient access for schools and clubs during tunnelling.
- The project team at the Trinity Lake site have completed all backfilling and compaction of Trinity Lake.

Another key achievement in 2023 was the recruitment of over 600 priority job seekers, including those from migrant, refugee, and asylum seeker backgrounds to work on the project.

The North East Link Primary Package PPP is the largest component of the North East Link project and will provide three-lane twin tunnels that will close the missing link in Melbourne's freeway network.

PEDLER CREEK BRIDGE OPENS TO TRAFFIC AND REACHES MAJOR MILESTONE

In November 2023, CPB Contractors, as part of the South Australian Department for Infrastructure and Transport's Fleurieu Connections Alliance project, opened the first two lanes of the newly constructed Pedler Creek Bridge to motorists, marking a significant project milestone.

The new bridge, located in the Fleurieu Peninsula, McLaren Vale, forms part of a plan to meet the demands of the growing traffic volumes in the region and, once complete, will boast a shared cyclist and pedestrian path.

Measuring 161 metres long and 24 metres wide, the impressive bridge is supported by 50 locally poured super-T concrete beams. Each beam is approximately 35 metres long and weighs up to 64 tonnes. The beams were set in place using a 400-tonne mobile crane and a 700-tonne crawler crane.

The delivery of this new bridge forms part of the Main South Road Duplication project, which is being delivered by CPB Contractors as part of the Fleurieu Connections Alliance with the Department for Infrastructure and Transport, Aurecon and GHD.





FINAL PIECE IN THE WESTCONNEX MEGA-PROJECT PUZZLE OPENS TO THE COMMUNITY

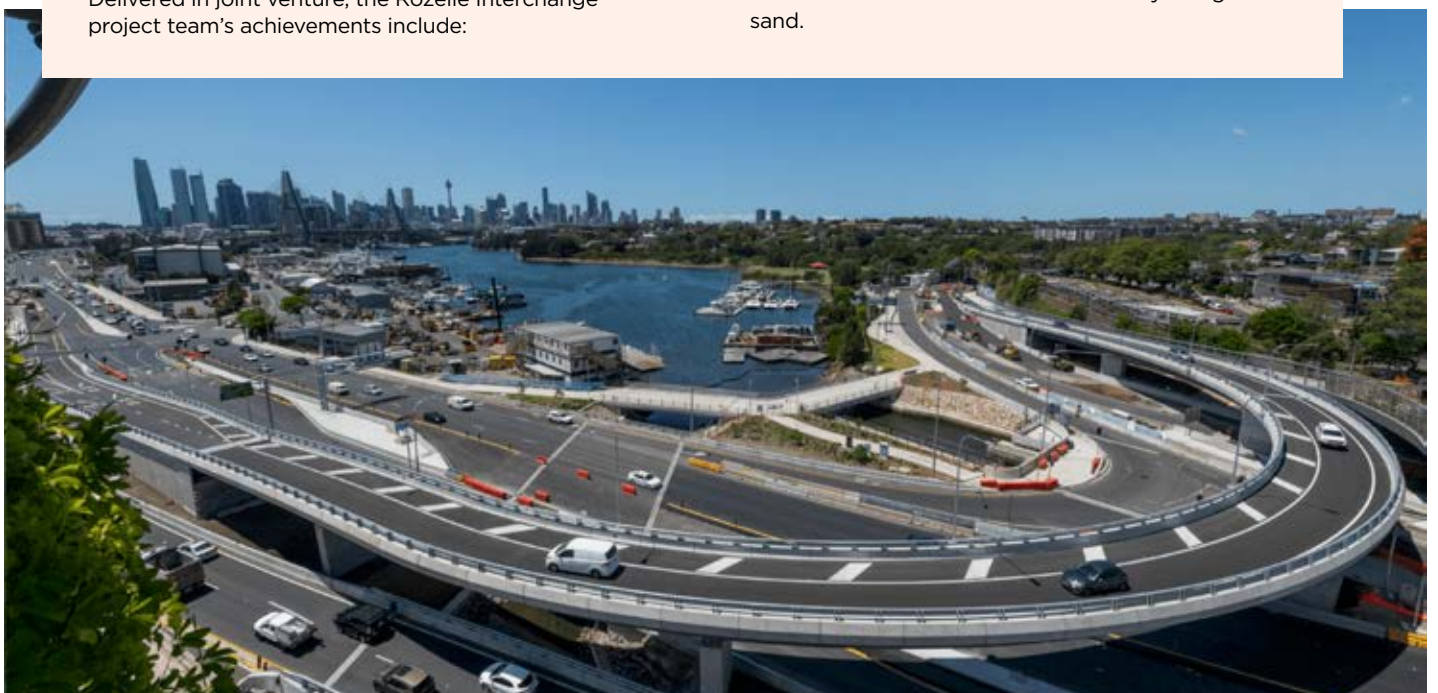
CPB Contractors' Rozelle Interchange, the final stage of mega-project Westconnex and one of Australia's most remarkable feats of engineering has been opened to the community.

Delivered with CPB Contractors' precision project management approach, works included delivery of an interwoven network of tunnels over 24 kilometres in length, two state-of-the-art ventilation facilities, four cut and cover structures, 11 substations, 12 bridges, 29 axial fans, and 132 jet fans.

More than 20 roadheaders excavated over 8.5 million tonnes of earth on this final package alone, highlighting the scale of the Westconnex mega-project which commenced delivery in 2015.

Delivered in joint venture, the Rozelle Interchange project team's achievements include:

- 24.2 kilometres of tunnel excavation
- installing more than 46,000 mechanical and electrical assets
- hauling of 1,700,000+ metres of cables
- laying over 300,000m² of road pavement
- constructing more than 13,900m² of blockwork
- 25,000+ design drawings
- pouring of over 3,900m³ of low-carbon concrete
- installation of 185+ shotcrete and 100+ rockbolt courses
- the use of more than 190 tonnes of recycled glass sand.





SUCCESSFUL COMPLETION OF DEEP TUNNEL SEWERAGE SYSTEM PHASE 2 TUNNELLING WORKS

Leighton Asia successfully completed the Deep Tunnel Sewerage System (DTSS) Phase 2 Tunnelling Works, in partnership with the PUB, Singapore's National Water Agency.

Leighton Asia was awarded Contract T-09 of DTSS Phase 2 Project in 2017. It includes the design and construction of 7.9 kilometres of sewer tunnels, with an internal diameter of 6 metres, as well as multiple gate shafts, hydraulic structures and other air management facilities associated with the used water sewerage conveyance system.

The project is helping to meet Singapore's long-term needs for used water collection and reclamation.



SUSTAINABLE SOLUTIONS: LOOKING FOR A LOW CARBON ALTERNATIVE FOR SOIL TREATMENT

EIC Activities and CPB Contractors are collaborating with Western Sydney University in conjunction with the Australian Research Council and industry partners, in the search for a low carbon alternative for soil treatment.

Construction of major infrastructure projects in Western Sydney is challenged by the presence of reactive soils derived from Bringelly shale, which is difficult to use as a stable foundation material.

This initiative is investigating a cost-effective alkali activator that could potentially be used as an agent for stabilising reactive residual soil that is suitable for construction.

Relative to the use of lime or cement, this proposed alkali activator is a low carbon alternative and should provide a significant increase in strength and stiffness, as well as a reduction in the shrink-swell behaviour.

The research is due for completion in 2026.



WEST GATE TUNNEL PROJECT POWERS AHEAD WITH COMPLETED TUNNEL ROAD DECKS

In November 2023, the two tunnel boring machines (TBM) charged with building the twin West Gate Tunnels were completely dismantled and the underground roadway was installed in the next big milestone for the project.

The CPB Contractors delivery team installed nearly seven kilometres of road deck across both tunnels as over 250 people worked underground 24/7 to get the job done, while a 400-tonne crane lifted the final pieces of TBM Bella's 15.6-metre wide cutterhead out of the outbound tunnel exit, and TBM Vida has been dismantled at the inbound entry near Williamstown Road in the West Gate Freeway.

The CPB Contractors team will now continue the massive job to fit out the tunnels which, once open, will provide a much-needed alternative to the West Gate Bridge. Inside both tunnels, workers are installing hundreds of kilometres of electrical and safety systems, while at ground level work is progressing on the ventilation systems at the westbound portal and the installation of the timber net structures.

CPB Contractors' delivery of the West Gate Tunnel Project is also the first Australian tunnel to be constructed with an elevated road surface, providing another tunnel underneath to serve as an important point for maintaining critical services, ventilation and emergency access.

CPB Contractors is working with Transurban and the Victorian Government to deliver the project in a joint venture. Design and construction works include:

- widening the West Gate Freeway from eight lanes to 12 between the M80 Ring Road and Williamstown Road
- a 2.8 kilometre eastbound tunnel and a four kilometre westbound tunnel under Yarraville
- a new bridge over the Maribyrnong River providing an alternative to the West Gate Bridge
- an elevated road along Footscray Road to the Port of Melbourne, CityLink and the city's north, and major new cycling and pedestrian paths.

Cross River Rail,
Queensland, PACIFIC PARTNERSHIPS, CPB CONTRACTORS AND UGL



Major projects 2023

COMPANY	PROJECTS	LOCATION	REVENUE*
Pacific Partnerships, CPB Contractors, UGL	North East Link Primary Package PPP	Victoria	\$3.8 billion
Pacific Partnerships, CPB Contractors, UGL	Cross River Rail Tunnel, Stations and Development PPP	Queensland	\$2.73 billion
CPB Contractors	West Gate Tunnel	Victoria	\$4.3 billion
CPB Contractors	WestConnex M4-M5 Link Rozelle Interchange	New South Wales	\$1.95 billion
CPB Contractors, UGL	M6 motorway Stage 1	New South Wales	\$1.95 billion
UGL	Country Regional Network rail infrastructure maintenance	New South Wales	\$1.5 billion
CPB Contractors, UGL	Sydney Metro City and Southwest Line-wide works	New South Wales	\$1.376 billion
CPB Contractors	Sydney Metro - Western Sydney Airport Station Boxes and Tunnelling Works	New South Wales	\$1.35 billion
CPB Contractors, UGL	Cross River Rail Tunnel, Rail, Integration and Systems	Queensland	\$900 million
CPB Contractors	Warringah Freeway Upgrade	New South Wales	\$800 million
Pacific Partnerships, CPB Contractors	Waikeria Corrections and Treatment Facility	New Zealand	NZ\$750 million
CPB Contractors	Sydney Metro West - Eastern Tunnelling Package	New South Wales	\$650 million
UGL	Sydney Trains maintenance and logistics	New South Wales	\$630 million
Leighton Asia	Deep Tunnel Sewerage System Phase 2 Project - contract T-09	Singapore	A\$470 million
CPB Contractors	Sydney Metro City and Southwest Pitt Street	New South Wales	\$463 million
Leighton Asia	East Kowloon Cultural Centre	Hong Kong	\$436 million
CPB Contractors	Yanchep Rail Extension and the Thornlie to Cockburn Link components of Perth's METRONET	Western Australia	\$423 million
CPB Contractors	Sydney Metro - Western Sydney Airport rail link surface civil and alignment	New South Wales	\$395 million
CPB Contractors	Western Harbour Tunnel - Southern Tunnelling Works	New South Wales	\$350 million
Sedgman	Blackwater Gold project	Canada	C\$318 million
UGL	South and South-West Sydney buses operation	New South	\$250 million
UGL	660 MW power generation plant at the Hunter Power Project	New South Wales	\$185 million
Leighton Asia	Candaba 3rd Viaduct	Philippines	A\$161 million
CPB Contractors	BHP Wind Fences project	Western Australia	\$130 million
Sedgman	Olive Downs Operations and Maintenance	Queensland	\$125 million
Leighton Asia	Data centre campus	Indonesia	\$103 million
Pacific Partnerships, UGL	Glenrowan Solar Farm development and sale of solar power	Victoria	N/a

* Revenue announced at time of project award.

Our offices



Sydney, New South Wales



Sydney, New South Wales
 Melbourne, Victoria
 Brisbane, Queensland
 Townsville, Queensland
 Adelaide, South Australia
 Perth, Western Australia
 Auckland, New Zealand
 Port Moresby, Papua New Guinea



Perth, Western Australia
 Brisbane, Queensland



Hong Kong, Hong Kong
 Singapore
 Kuala Lumpur, Malaysia
 Taguig City, Philippines
 Jakarta, Indonesia
 Mumbai, India
 New Delhi, India



Sydney, New South Wales
 Brisbane, Queensland
 Melbourne, Victoria
 Perth, Western Australia



THIESS

Brisbane, Queensland
Perth, Western Australia
Salt Lake City, USA
Santiago, Chile
Jakarta, Indonesia
Ulaanbaatar, Mongolia
Gurugram, India

SEDGMAN

Brisbane, Queensland
Mackay, Queensland
Perth, Western Australia
Vancouver, Canada
Shanghai, China
Montreal, Canada

EIC
ACTIVITIES

Adelaide, South Australia
Brisbane, Queensland
Melbourne, Victoria
Perth, Western Australia
Sydney, New South Wales

PACIFIC
PARTNERSHIPS

Sydney, New South Wales
Brisbane, Queensland
Melbourne, Victoria

Mackay workshop,
Queensland, UGL





CIMIC

Trusted experience.
Integrated solutions.

SEDGMAN

 **UGL**

 **PACIFIC**
PARTNERSHIPS

EIC 
ACTIVITIES



For more information please contact CIMIC
Level 25, 177 Pacific Highway, North Sydney NSW 2060, Australia
PO Box 1002, Crows Nest NSW 1585, Australia
T +61 2 9925 6666 F +61 2 9925 6000

CIMIC.COM.AU