


LAING O'ROURKE

Power Infrastructure





creating
extraordinary

 extraordinary projects



extraordinary clients

LAING O'ROURKE

ordinary

extraordinary people

the laining o'rounke difference



Our strategic hubs located across Europe, Middle East / India and Australia / Asia afford us the opportunity to participate in some of the world's most exciting and challenging construction projects. It is with great confidence and enthusiasm that we continue to invest in such dynamic regions.

Our diverse capability enables us to operate across market sectors and regions and, more importantly, work with and learn from world-class organisations. From major building and developments to water, power, rail, and civil infrastructure, we are readily able to transfer knowledge, people and best practice processes which challenge our paradigms and allow us to remain at the forefront of our industry.

As a private company, we have ambitious plans and an owner who is driven to 'change the face of construction worldwide'. With this as a backdrop

we are passionate about challenging the way our industry operates. As the skills shortage continues to strain our operations, we will seek out new ways of delivering certainty and quality outcomes in an ever-changing and demanding environment.

For clients and communities, we are committed to engaging in an authentic and responsible manner. We will actively reduce our carbon footprint, advocate greener construction practices and treat our stakeholders as long-term business partners. At the heart of our ethos is a belief that collaboration is key to delivering value.

We believe we have a unique offering for both our clients and prospective employees and we welcome the opportunity to work with you on our vision to create extraordinary projects and people.





CEO, Ray O'Rourke

Today

Laing O'Rourke plc is one of the world's most dynamic and innovative privately owned development, construction and specialist companies. With an operating turnover in excess of A\$8.7 billion and more than 27,000 employees worldwide, we aim to build a brighter, better and more sustainable future for the communities we serve.

Founded and led by Chairman and Chief Executive, Ray O'Rourke, the business has grown rapidly and now operates across three international hubs:

- Europe
- The Middle East and India
- Australia and Asia

Global Vision

To be the company of first choice for all of our stakeholders, to challenge and change the image of construction worldwide, and with leanness and agility we will adopt processes to compete with world-leading businesses.

lean
and agile
challenge
and change
passion
and pace
mutual
commitment
one team

Our Values

Our culture is supported by strong and inherent values that reflect the way we do business.

Our values are:

Lean And Agile

Minimise bureaucracy, demonstrate flexibility and strive to create a direct and sustainable client / constructor relationship.

Challenge And Change

Challenge current practices to pioneer a better way, reward innovation and collaboration, and drive industry change to create a more attractive work environment.

Passion And Pace

Communicate our exciting vision for the future, surprise clients with rapid responses to their enquiries, strive for excellence, and be decisive.

Mutual Commitment

Send everyone home safely, show a commitment to leadership, create trusting client relationships, and engage and respect communities to ensure we leave a positive legacy.

One Team

Drive collaboration between our business groups, clients and staff, and build trust by operating with honesty, respect and integrity.

We embrace these values throughout our recruitment process, performance reviews, reward structures, development programs, leadership training and key performance indicators.

We embrace a culture of proactively training and developing our people so they become committed and valuable long-term employees. The retained knowledge of our employees is one of the key reasons we confidently deliver successful projects and can maintain ongoing relationships.

Our experienced project teams are made up of dedicated personnel who have specialist skills to suit each project's requirements. These teams are headed by a senior Project Manager, who has the delegated and full responsibility for the project.

Laing O'Rourke is committed to add value to the traditional delivery methods. We have an in-house design management capability whose principal aim is to introduce smart engineering and 'buildability' into the design process. As a result of this input, we have been able to offer improved costing and time outcomes.





Seamless Exchange

Laing O'Rourke's staff and clients benefit from the global capability of a multi-billion dollar organisation operating across three hubs - UK / Europe, Middle East / India and Australia / Asia.

A key organisational value is fostering a 'One Team' approach to encourage knowledge-sharing across disciplines and regions. Global systems and specific innovation teams have been established with the aim of driving and capturing key innovations, improved processes and proven design solutions. This ensures that learning is easily transferred irrespective of where it was developed across the hubs.

Our 'One Company' philosophy encourages and rewards staff who relocate across disciplines, regions and hubs. This global mobility, coupled with our aim to build depth and breadth in our team, allows them to integrate seamlessly across our projects and leverage their global expertise and best practice methodologies.

Having a truly flexible and global workforce provides exciting career opportunities for our staff, and allows our clients to have access to a global resource pool and some of the industry's most talented project leaders.

Our multi-disciplined capability draws on our expertise in equity investment, development, design, construction and asset management.



Australia / Asia Hub

In the Australia / Asia hub, we have adopted the personal values demonstrated by our founder Ray O'Rourke – Lean and Agile, Challenge and Change, Passion and Pace, Mutual Commitment and One Team.

By 2011, we aim to be a leading player in every sector in which we operate. This will be achieved by taking a leadership position and providing a safety-first workplace; nurturing long-term relationships with like-minded clients; attracting, retaining and inspiring the best talent in the world; and by strictly adhering to key disciplines.

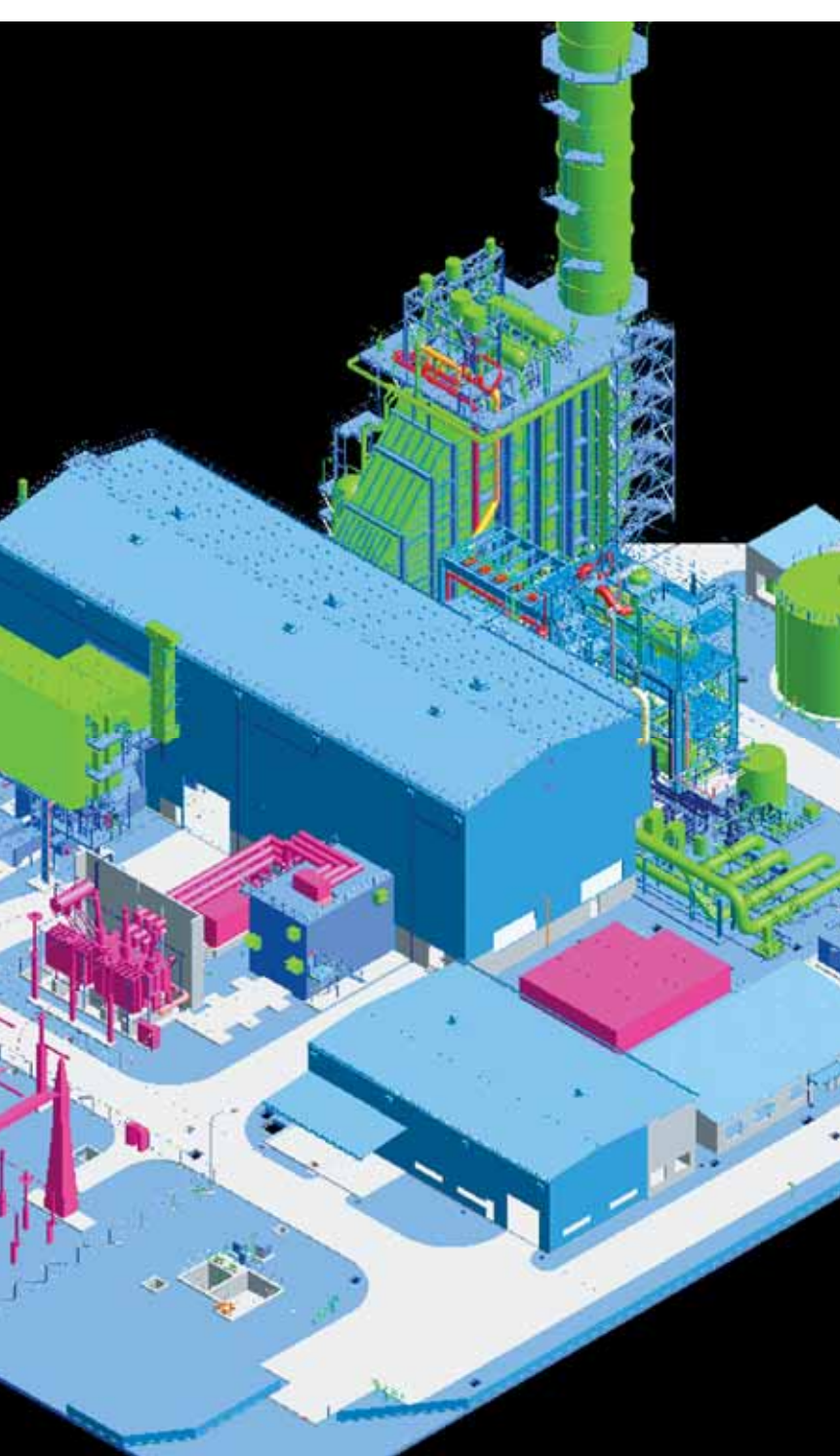
We aim to work directly with a number of like-minded clients so we can gain an in-depth knowledge of their business and, in return, add more value. Long-standing relationships enable teams to progress from one project to another and underpin our ability to leverage knowledge and experience to deliver greater certainty and predictability.

Laing O'Rourke not only has the technical capability across engineering disciplines, but also the deep industry knowledge, project management experience and strategic procurement networks to provide unrivalled value for money and outcomes for our clients. By striking a fine balance between the technical and project leadership paradigms, Laing O'Rourke strips away unnecessary complexity and risk, providing a certainty of delivery few can match.

We promise our clients the best of both worlds – well-managed projects based on sophisticated and proven methodologies, and outcomes that are innovative, technically sound and functional.

We are proud that a significant portion of our work comes from repeat business. By developing a deep understanding of each client's business, we will enhance the proposition we offer to our clients, and then subsequently share in the value that is created.





Our Approach

Over the years, Laing O'Rourke has amassed an impressive depth of knowledge and breadth of experience by tailoring construction solutions to a wide range of clients.

We understand every project has its own unique and specific requirements. That's why we offer customised and tailored solutions.

Our clients can take full advantage of our whole-of-life offering, which comprises finance, design, construction and maintenance services. Alternatively, they can choose the delivery method that best suits them, including alliancing, design and construction, or the traditional head contractor option.

We find that early contractor involvement allows us to draw on our in-depth knowledge, experience and track record to deliver greater predictability and quality outcomes for our clients.

This cooperative and long-term partnership philosophy enables our teams to integrate seamlessly across projects and to leverage their acquired knowledge from job to job. This promotes a deeper understanding and relationship over time.

Whatever option our clients select, we are confident our knowledge, experience and flexibility will ultimately deliver the best project outcome possible.







Health, Safety and Environment

At Laing O'Rourke we have a safety-first approach to all that we do. We have a duty of care to ensure the health and safety of employees, contractors, customers and the wider community that could be impacted by our business operations.

Our Occupational Health and Safety Management System uses best practice processes to ensure we are leading the way in this area.

These processes have undergone, and will continue to be put through, a variety of compliance checks to ensure their alignment to all legislative, accreditation and commercial requirements.

Laing O'Rourke's *Corporate Environmental Health and Safety Improvement Strategy 2007–2009* is a two-year plan that will take the company's occupational health and safety commitment and performance to new levels.

The strategy focuses on five key areas

- Safety by systems
- Safe behaviours programs
- Profile raising
- Training and awareness
- Commitment and accountability

Each focus point has support initiatives to drive the intent and change into the business. These support initiatives have been given priority status for implementation by 2009 and the success of each initiative is measured and reported on quarterly.

capability

Sectors	Design		Construction			Services	
	Concept	Detail	Civil	Structural	Mechanical	Electrical	
Power Generation							
Materials Handling	•	•	•	•	•	•	•
Boilers	X	X	•	•	•	•	•
Turbines	X	X	•	•	•	•	•
Balance of Plant			•	•	•	•	•
Roads And Bridges							
	X	X	•	•			
Rail Infrastructure							
Track Works	X	X	•		•		•
Electrification	X	X	•	•	•	•	
Bridges, Formations and Earthworks	X	X	•	•			
Station Construction and Upgrades	X	X	•	•	•	•	
Mine Infrastructure							
Materials Handling	•	•	•	•	•	•	•
Overland Conveyors	•	•	•	•	•	•	•
Process Plants	X	X	•	•	•	•	•
Port Infrastructure							
Materials Handling	X	•	•	•	•	•	•
Jetties, Wharves	X	X	•	•	•	•	
Water Infrastructure							
Dams	X	X	•	•	•	•	
Treatment Plants	X	X	•	•	•	•	•
Pipelines + Pump Stations	X	X	•	•	•	•	•
Deep Sea Releases	X	X	•	•	•		

X denotes Design Partners





Power Infrastructure

Multi-disciplined capability across power technologies

Laing O'Rourke has participated in the construction of almost all of the coal-fired power stations built in Australia over the past 30 years, incorporating civil works, materials handling systems, boilers and balance of plant. Recently, we have also expanded our capability to deliver gas-fired power projects, turbine installations, electrical systems and control instrumentation.

Our exceptional record in constructing materials handling systems, including overland conveyers and coal handling plants, is driven by our in-house design and delivery skills base, resulting in successful export opportunities to South East Asia.

Through our experienced team and strong technology partners we now have a proven track record in gas-fired power construction.

Working in close partnership with our clients, we tailor our approach to suit their particular project requirements. Undertaking projects in a business environment of trust and openness enables us to focus all our energy on delivering maximum value and optimising outcomes.

Our whole-of-life offering, comprising feasibility, design, construction, operation and maintenance services allows us to assess, maximise and implement innovative technical solutions with a holistic view on maintenance and life cycle costs.



materials handling



Pha Lai Coal Handling Plant

Client: Sumitomo Corporation, Japan

Location: Vietnam

Outcome: The team designed, supplied and supervised the erection and commissioning of the coal handling plant of Vietnam's largest coal-fired power station. The project was completed with an excellent safety record with no lost time injuries, despite language and cultural barriers. The innovation and quality of the build was recognised with a UK Quality in Construction Award.



Mt Piper Coal Handling Plant

Client: Delta Electricity

Location: New South Wales

Outcome: The team undertook the design and construction of all engineering disciplines to feed the two 660MW unit power station. All requirements were met on time and on budget with a high level of client satisfaction. The plant continues to operate at low operational cost and very high reliability.



Premier Mine to Collie Overland Conveyor

Client: Verve Energy

Location: Western Australia

Outcome: The team was awarded the contract to design, supply, construct and commission the overland conveyor system from Premier Mine to Collie Power Station. It has proven to have low maintenance costs and few spare parts are required.

Laing O'Rourke has an exceptional track record in materials handling for the power sector. Thanks to our integrated and multi-disciplined approach to engineering, design, and construction, we deliver turnkey coal handling plants and overland conveyors.



Premier Mine to Muja Overland Conveyor

Client: Verve Energy

Location: Western Australia

Outcome: The project involved the design, supply, erection and commission of the 6.5 kilometre overland conveyor system. It was constructed through an operating mine site and connected into the existing coal delivery system of the power station. This was achieved without disruption to the operation.



Bayswater Coal Handling Plant

Client: Macquarie Generation

Location: New South Wales

Outcome: The project consisted of the design and construction of the complete coal handling plant to feed the four 660MW unit power station. The project was completed on time and on budget. The team offered the client significant savings by undertaking the bucketwheel contracts simultaneously with the coal handling plant project.

Materials Handling



Callide 'C' Coal Handling Plant

Client: CS Energy

Location: Queensland

Outcome: The project involved the coal handling component of the new two 420MW unit power station. The team developed an alternative program of works, incorporating round-the-clock construction activity, which was implemented after consultation with the client in areas involving cut-ins to the existing plant.



Wallerawang Coal Handling Facilities

Client: Delta Electricity

Location: New South Wales

Outcome: The scope of works included concrete works, reclaim tunnels, conveyor structurals and mechanicals as well as control systems. Our expertise in all phases of power station coal handling plants, and the client's quality specifications and good relationships with pre-contracted suppliers, permitted a smooth transition and successful completion of works.



Stanwell Stockpile Activators

Client: Stanwell Corporation

Location: Central Queensland

Outcome: This project comprised design, supply, installation and the commission of two stockpile activators. This lowered maintenance and reclaim costs through reducing the reliance on dozers. The clever combining of civil, structural and platework requirements of the installation achieved good savings for the client.

Materials Handling



Stanwell Coal Handling Plant

Client: Stanwell Corporation

Location: Central Queensland

Outcome: The project involved designing and constructing the coal handling plant. A strong commitment to workplace health and safety translated into an exemplary safety record. The project team's multi-disciplined capability and experience meant that minimal supervision from the client was required while the plant was constructed.



Wallerawang Circular Stacker Reclaimer

Client: Delta Electricity

Location: New South Wales

Outcome: The project involved the design and construction of the materials handling machine. The use of a bridge scraper reclaimer provided the client with a blended reclaim. The project team's good working relationship contributed to the overall success of the project, which was completed on time and on budget.

boilers



Gove Boiler 2

Client: Rio Tinto Alcan

Location: Northern Territory

Outcome: The team completed the rebuild of a 230 tonne-per-hour boiler to 'as-new' condition with zero lost time injuries and zero rework.



Gove Boiler 1

Client: Rio Tinto Alcan

Location: Northern Territory

Outcome: We were selected as the sole source contractor to refurbish Boiler 1 because of our excellent performance on Boiler 2. The project was completed three weeks ahead of schedule. Three hundred tonnes of pressure parts were replaced, with the hydro test passing the first test two weeks ahead of schedule.



Gove G3 Boiler 7

Client: Rio Tinto Alcan

Location: Northern Territory

Outcome: Installation of Boiler 7, a pre-assembled module weighing 2800 tonne, significantly reduced construction time.

Our team is experienced in constructing and refurbishing boilers within our clients' tight timeframes. However, safety is of paramount importance. Our safety-first philosophy ensures work is undertaken to the highest possible standards.



Tarong North Boiler

Client: Ishikawajima-Harima Heavy Industries C Ltd (IHI)

Location: Queensland

Outcome: Work included the erection of the coal-fired boiler and associated ancillary equipment for the 450MW power station. Even with a tight production schedule, the team was very committed to safety and took pride in their work. The project was delivered as scheduled.



Darling Downs Power Station

Client: CH2M Hill (Owner: Origin Energy)

Location: Queensland

Outcome: In joint venture, we are delivering the site construction of this 630MW combined cycle gas fired power station, including three Heat Recovery Steam Generators (HRSG) and an Air Cooled Condenser (ACC).

turbine installations

Our team continues to expand its power capability in turbine installations, including combustion and steam turbines for combined cycle power stations.



Alcan Gove G3 Turbines

Client: Rio Tinto Alcan

Location: Northern Territory

Outcome: The installation and alignment of two 38MW turbines were delivered as packs, including a turbine block to expedite the program. This expansion increased plant capacity from 2.0 to 3.8 million tonnes per year. This project was undertaken under a shared outcome, integrated team arrangement.

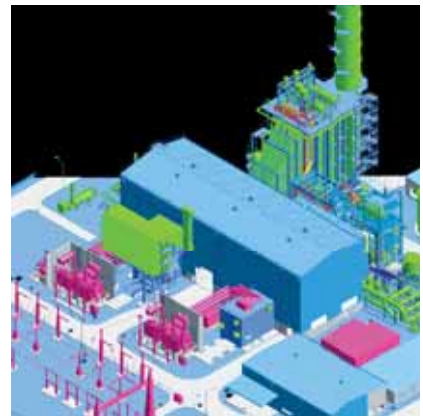


Darling Downs Power Station

Client: CH2M Hill (Owner: Origin Energy)

Location: Queensland

Outcome: In joint venture, we are delivering the site construction of this 630MW combined cycle power station, including the installation of three 120MW gas turbines and a 270MW steam turbine.



NewGen Kwinana

Client: Alstom (Owner: NewGen)

Location: Western Australia

Outcome: The project team undertook the civil, structural, mechanical and electrical works, as well as the installation of one gas turbine and one steam turbine. The new 360MW facility is a combined cycle power plant.

balance of plant

Our power construction expertise delivers a highly integrated multi-disciplined capability for civil, structural, mechanical, electrical and balance of plant installations.



Callide 'C' Civil Works

Client: CS Energy

Location: Queensland

Outcome: This project involved construction of the concrete platform and associated earthworks of the 900MW power plant. It was delivered two months ahead of schedule and achieved 550,000 man hours with no lost time injuries.

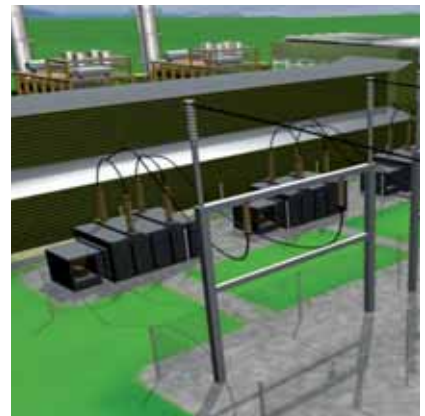


NewGen Kwinana

Client: Alstom (Owner: NewGen)

Location: Western Australia

Outcome: Our project team undertook the civil works, underground piping, building works, structural, mechanical, electrical and balance of plant.



Darling Downs Power Station

Client: CH2M Hill (Owner: Origin Energy)

Location: Queensland

Outcome: In joint venture, we are delivering the site construction of civil, structural, mechanical and electrical works for the 630MW combined cycle gas fired power station.

Balance of Plant



Swanbank Fabric Filter Plant

Client: CS Energy

Location: Queensland

Outcome: The work involved the design, supply and installation of new gas pass systems, as well as the demolition of the existing systems. This project, which took place on an operating power station, was completed successfully without causing delays to the outage period. The team developed an excellent working relationship with the client.



Swanbank 'A' Cooling Towers

Client: CS Energy

Location: Queensland

Outcome: The work enabled a cooling tower to be decommissioned, demolished and rebuilt without taking the boiler/turbine unit out of service. Despite operating on a highly restricted site, the project team of approximately 20 workers achieved 100,000 man hours without any lost time injuries.



Callide Ash Handling Plant Modification

Client: CS Energy

Location: Queensland

Outcome: The project team was engaged to undertake modifications to the existing ash mixing and mainline pumping equipment. The team undertook the modifications without disruption to the operating power plant. Ash disposal from this plant now has less environmental impact, with no free water to manage and a more benign deposition solution.

Balance of Plant



Callide 'C' Electrical Works

Client: CS Energy

Location: Queensland

Outcome: This project involved the design, supply, installation, and testing of the electrical cabling for the new 900MW power station. Drawing on their extensive experience, the project team successfully delivered the complex project despite operating on a highly restricted site.



Tarong North Ash Handling and Disposal

Client: Tarong Energy

Location: Queensland

Outcome: The project involved the construction of the ash handling and disposal plant for the 450MW extension. The team supported the local South Burnett community by offering significant opportunities to local subcontractors and suppliers, and employing locals where possible. Forty per cent of the workforce was sourced from the local community. An excellent safety record was maintained with no lost time injuries.



Gove G3

Client: Rio Tinto Alcan

Location: Northern Territory

Outcome: The project involved the installation of treated water and cooling towers in unknown field conditions. The high quality project incurred no lost time injuries.

asset management services



Bayswater Power Station

Client: Macquarie Generation

Location: New South Wales

Outcome: The project involved the ongoing maintenance and management of 15 kilometres of complex cable conveyor that supplied up to 6Mt/a of coal to the Bayswater Power Station. Additionally, maintenance is provided to the coal handling plants, coal samplers and the air water handling system.



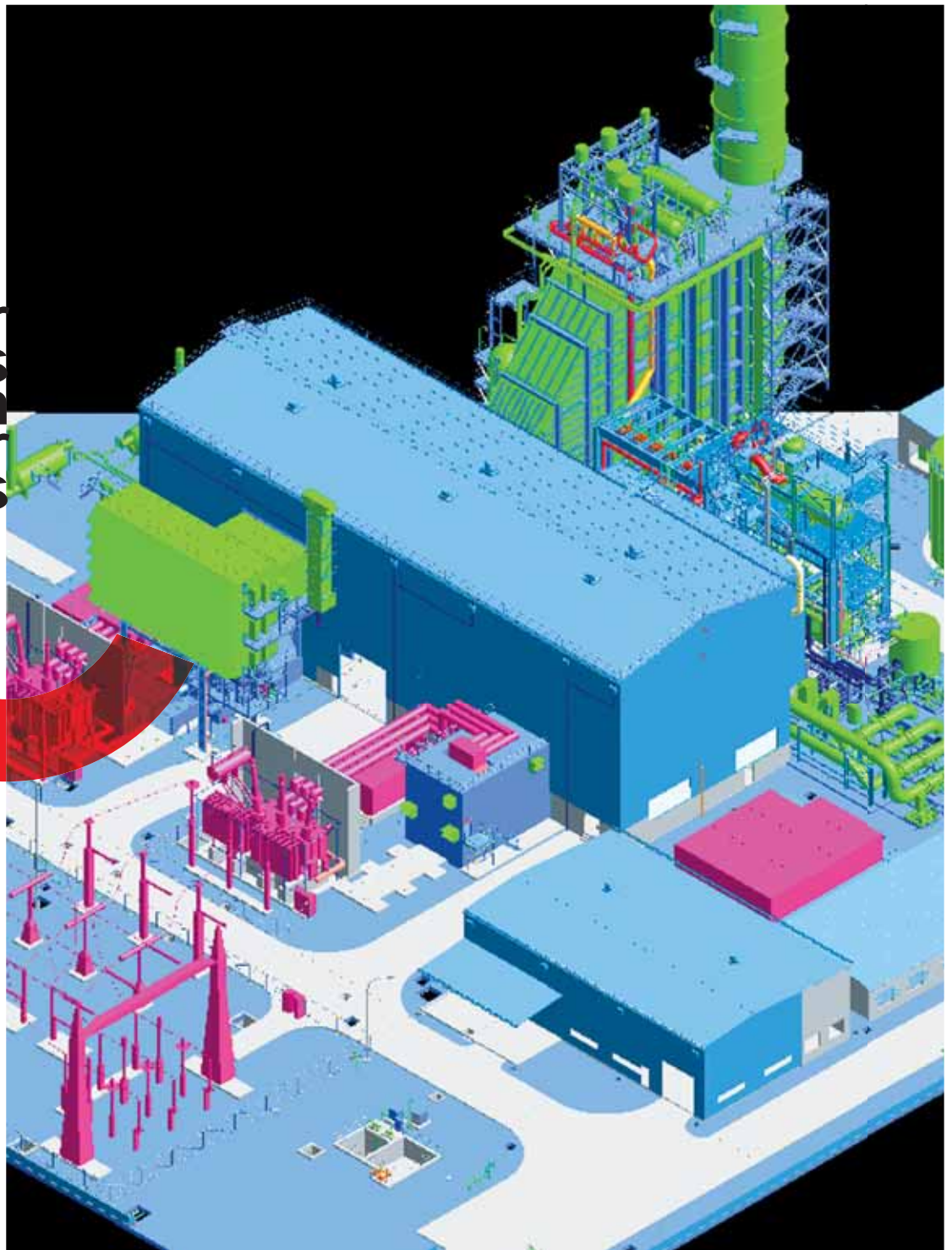
Eraring Power Station

Client: Centennial Coal

Location: New South Wales

Outcome: This project involves the operations and maintenance of the Cooranbong coal handling facility that transfers up to 2Mt/a of coal from the Mandalong mine to the Eraring Power Station. The facility includes crushing, screening, conveying and stockpile operations with loader and trucks.

our
business
approach
reflects our
values



our experience at a glance

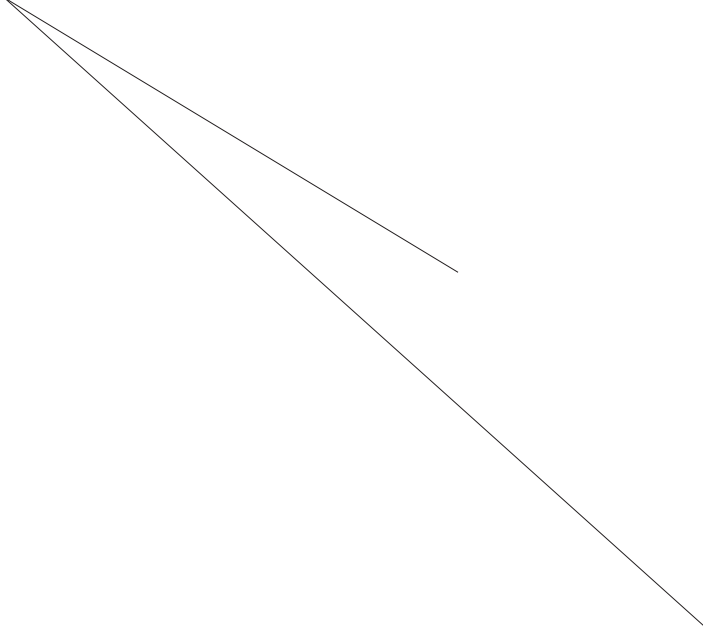
1980	Bayswater Power Station	Design and construct natural draught concrete cooling towers	1992	Munmorah Power Station	Modifications and overhaul of high, medium and low voltage switchboards
1981	Bayswater Power Station	Design and construct coal handing plant	1993	Bayswater Power Station	Supply and installation of coal bunker hall vacuum cleaning system
1985	Bayswater Power Station	Construction under licence of MAN bucketwheel stacker reclaimer	1993	Liddell Power Station	Conveyors M1 to M8 (14M) general maintenance
1985	Bayswater Power Station	Design and construct bypass conveyor system for Liddell Power Station and the Bayswater Power Station	1993	Earing Power Station	Coal plant conveyors overhaul including replacement of drive and non-drive pulleys
1985	Bayswater Power Station	Maintenance contract on whole conveyor systems and PLC control systems	1993	Wallerawang Power Station	Supply and installation of vacuum cleaning system for boilers and coal handling plant
1986	Bayswater Power Station	Bayswater Colliery PLC interface to power station overland conveyor system	1994	Bayswater Power Station	Maintenance contracts on chlorine and water plant
1986	Callide 'B' Power Station	Installation of main cabling, including supply and installation of cable support system	1994	Bayswater Power Station	Conversion of 1200MI fuel tank to water tank
1986	Weipa Kaolin Power Plant	Installation of diesel turbine generator power plant	1994	Mount Piper Power Station	Design and construct coal handling plant including dry storage shed
1987	Bayswater Power Station	Design and construct conveyor from Howick overland conveyor to interface with Bayswater Power Station and Liddell Power Station conveyor feed system	1994	Munmorah Power Station	Modifications, replacement and upgrade of miscellaneous power and lighting to all areas of the power station; supply and installation of turbine hall crane
1988	Liddell Power Station	Rebuild of coal bin at Ravenswoth Mine for mine conveyor system	1994	Tarong Power Station	Design and construction of stockpile activator coal reclaim system
1990	Liddell Power Station	Design and installation of high voltage 3.3kV. drives including liquid resistors, switchrooms, switchyards for power station mines conveyors M1, M2, M3 and M4.	1995	Bayswater Power Station	Boiler burner replacement
1990	Mount Piper Power Station	Design and construct natural draught concrete cooling towers	1995	Mount Piper Power Station	Design and construct coal handling plant road receival facilities
1990	Munmorah Power Station	Replacement of high voltage transformer feed cables for coal plant transformers	1995	Mount Piper Power Station	Design, construct and commission the coal luffing boom stacker and portal scraper reclaimer
1990	Alligator Creek Switchyard	HV Switchyard	1995	Earing Power Station	MAN Bucketwheel stacker reclaimer overhaul replacement of complete catenary system and repaint
1990	Eton/Alligator Creek	Transmission line	1995	Munmorah Power Station	Modifications, repairs and upgrade of cable tunnels and tunnel drainage
1990	Stanwell Power Station	Design and construct coal handling plant	1995	Wallerawang Power Station	Construction of new coal handling conveyors, sizers, switchrooms, circular stacker and reclaimer system
1990	Stanwell Power Station	Supply and installation of switchboards, main cabling and cable support system	1995	Swanbank Power Station	Installation of fabric filter plant for 'A' Station flu gas treatment systems
1991	Liddell Power Station	Design and installation of coal sizer into existing yard conveyor system	1996	Bayswater Power Station	Maintenance contract on MAN Bucketwheel stacker reclaimer
1991	Newlands Switchyard	HV Switchyard	1996	Liddell Power Station	Rebuild of 3 kilometre coal conveyors M2 head end, take up and tail end
1992	Liddell Power Station	Refurbishment of hydrogen plant for turbine generators	1996	Mount Piper Power Station	Design and construct overland coal conveyor system to feed the power station
1992	Mount Piper Power Stations	Design and construct coal handling plant	1996	Mount Piper Power Station	Mill ball charging plant
			1997	Mount Piper Power Station	Design and construct of coal haul road from mine to power station





- 1997** Wallerawang Power Station Circular stacker/reclaimer 100 metre diameter fully enclosed
- 1997** Stanwell Power Station Design and installation of stockpile activators into a reclaim tunnel including conveyor extension
- 1997** Swanbank Power Station Cooling tower interconnection pipeline
- 1997** Collie Power Station Manufacture and construction under licence of SCHADE coal stacker and reclaimer system
- 1997** Collie Power Station Design and construct overland coal conveyor system to feed the power station
- 1998** Bayswater Power Station Install fixed tripper and double flapgate system for feed flexibility on conveyor R1
- 1998** Mount Piper Power Station Coal reclaim hopper retaining wall
- 1998** Wallerawang Power Station Conveyor system major overhaul
- 1998** Callide 'C' Power Station Construction of the civil infrastructure including TG blocks and turbine hall
- 1998** Callide 'C' Power Station Installation of switchboards, main cabling and cable support system
- 1998** Vales Point Power Station Refurbishment of 2,000 tonne surge bin and associated conveyors
- 1999** Callide 'C' Power Station Construction of the coal handling plant
- 1999** Pha Lai Power Station Design, supply, oversee construction and commissioning of coal handling plant
- 2001** Hydro scheme PNG Civil works at various power stations
- 2001** Hydro scheme PNG Methane gas power from rubbish tips
- 2001** Tarong North Power Station Construction of main civil infrastructure
- 2001** Tarong North Power Station Construction of boiler
- 2002** Tarong North Power Station Construction of ash plant
- 2004** Gove G3 Boiler refit
- 2005** Gove G3 Alcan Install new boiler and turbine
- 2007** NewGen Kwinana Civil and building works, mechanical and electrical works, turbine installations
- 2010** Darlings Downs Power Station Civil, building, mechanical, electrical works, turbines and Heat Recovery Steam Generator installation

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