



AGM Presentation 2017

CE Address



Dr. David Prentice
Chief Executive

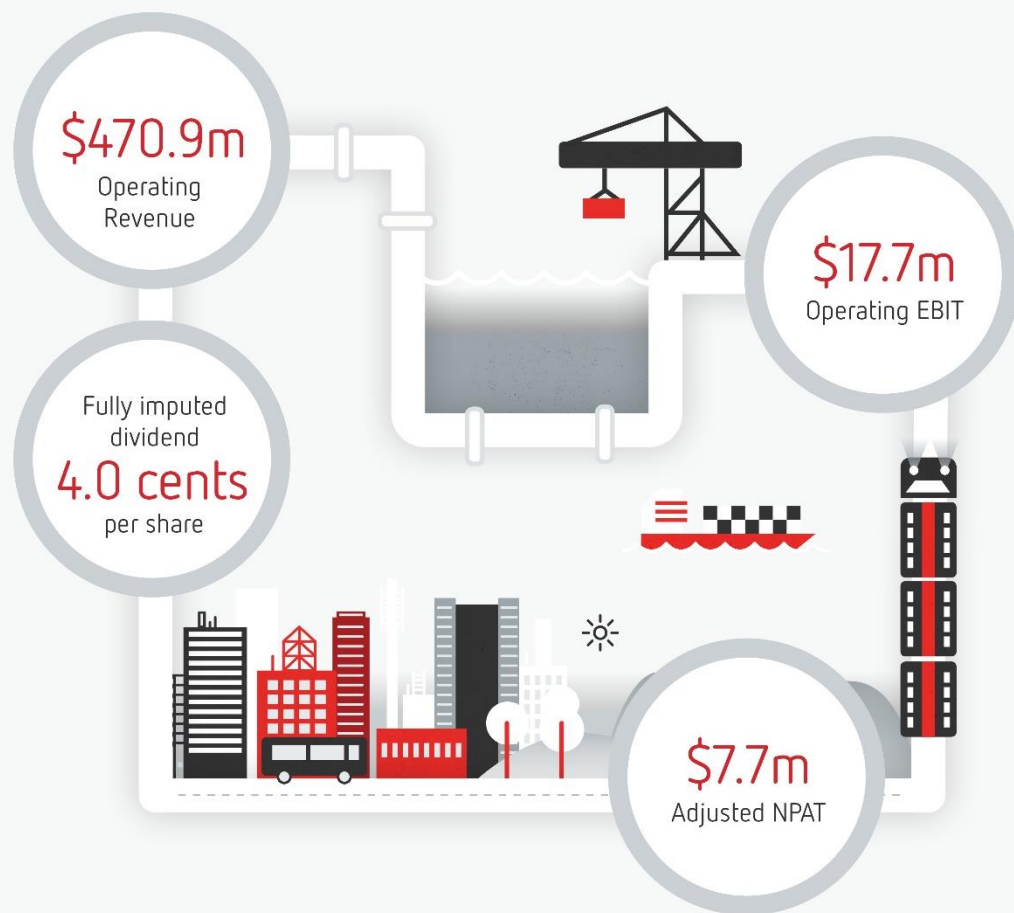
A large, stylized graphic of a circular road or path. The path is grey with white dashed lines and is surrounded by various icons representing different sectors: construction (crane, building), energy (wind turbines, solar panels), and transportation (cars, bus). The letters "AGM" are written in large, bold, red font in the center of the circle.

AGM

What I'll cover

- 2016 results
- New strategy
- 2017 so far

How did we do?



- Operating Revenue \$470.9m
- Operating EBIT \$17.7m
- Strong second half improvement after poor first half performance
- Lost time incidents reduced by 30%

New Zealand

- Record Operating EBIT \$36.9m
- 10 Network Outcome Contracts
- Gross revenue up 1.1%
- Secured contracts with key clients



United Kingdom

- Named New Civil Engineer's Company of the Year
- 8.4% increase in revenue
- Operating EBIT impacted by uncertainty around Brexit
- Network Rail, MTR Crossrail and HCC contracts



Canada & USA

- OSW revenue reduced by \$31.5m
- Reduced cost base with 173 redundancies
- Property lease provision \$2.4m
- \$5.1m trading loss in first half to profitable second half of \$2m

Australia

- Opportunities remain patchy and highly competitive
- Operating EBIT loss \$4.7m
- Closed five offices
- Trading performance improvement of \$0.5m





MENA region

- Trading and opportunities are not supportive of profitable growth
- \$1.1m provision

Global Growth Strategy

- Moving from local geographic focus to Global Sector focus
- Refocused on sectors of Buildings, Water and Transportation
- Strengthened senior sector leadership
- Global collaboration growing our capability

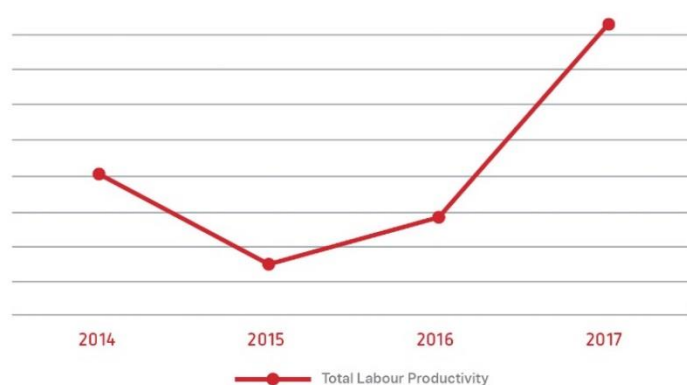
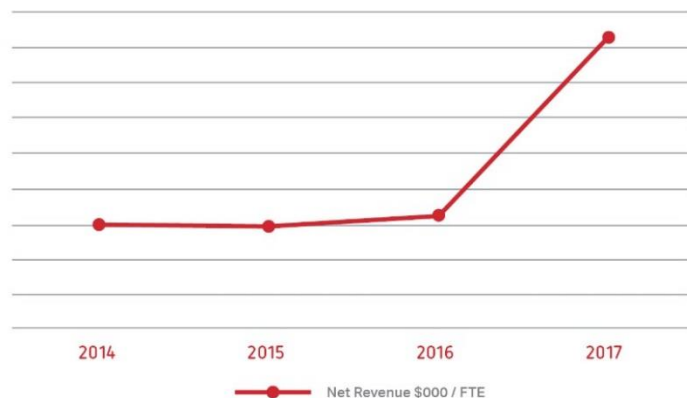


Continuous Improvement

- Combined New Zealand and Australian operations
- Appointed Managing Director for NZ/Australia
- Rationalised P&Ls and simplified reporting
- Digitising internal processes
- Driving innovation and automation



2014 - 2017 March YTD Trends



The start of 2017

- Early trends are positive
- Gross Margin ahead of same period over the last four years
- Improvement in Net revenue per FTE
- Total labour productivity in first quarter to 2017 has started ahead of 2014 levels

Kaikoura Earthquake



- Biggest and most complex earthquake in NZ since 1855
- Level of damage is unprecedented
- Global team of over 100 mobilised immediately after quake
- Leading role in the North Canterbury Transport Infrastructure Recovery panel with around 50 dedicated staff working on this



Health & Safety

- One global Health, Safety and Wellness team
- Continue to drive initiatives to reinforce and promote positive safety culture
- Safe Behaviour reports improved 13% in second half of 2016 and lost time incidents reduced by 30% from previous year

Industry Awards



• Celebrating our 20th Anniversary as Opus



Ministry of Works
and Development

WORKS
Consultancy Services

PUBLIC WORKS
Department
NEW ZEALAND

OPUS
INTERNATIONAL CONSULTANTS

OPUS

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Outside MDW building



Thank you

