



# INVESTOR UPDATE

February 2015

DAVID PRENTICE, MANAGING DIRECTOR

GORDON DAVIDSON, CHIEF FINANCIAL OFFICER

*This investor update should be read in conjunction with other information released to the NZX*

# OVERVIEW

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**Revenue \$539.6m (up 17%)**

**EBIT \$37.4m (up 9%)**

**NPAT \$26.2m (up 15%)**

**Return on Equity 18.4% (17.7% prior year)**

**Earnings per share 18 cents (16 cents prior year)**

**Fully imputed dividend of 8.9 cents per share (up 13%)**

**Operating EBIT \$32.6m (down 2.8%)**

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- » Opus was successful in six of nine significant NZTA transport asset management contracts with a capital value of \$574m
  - » New Zealand restructure underway aimed at efficiencies and improved performance
  - » Strong second half performance in Canada and integration of Opus Stewart Weir successfully completed
  - » Expansion into the Middle East and Pacific with offices opened in Dubai, Abu Dhabi and project offices in Fiji and Samoa
  - » Opus Joint Venture awarded \$20m 5 year transport asset management contract in Kingdom of Saudi Arabia
  - » Challenging conditions in Australia with \$6.7m goodwill impairment

# 01 Markets and Sectors

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## MARKETS



## SECTORS

-  Buildings
-  Transport
-  Water
-  Environmental
-  Resources
-  Energy
-  Telecommunications
-  Research

# 02 Strategy

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THE FOCUS OF OUR STRATEGIC PLAN IS TO:

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-  Attract and develop top talent
-  Drive growth through innovation
-  Build a sound and strong risk culture
-  Develop a seamless globally connected business
-  Drive an agile business model that drives business delivery



## 03 Infrastructure Industry

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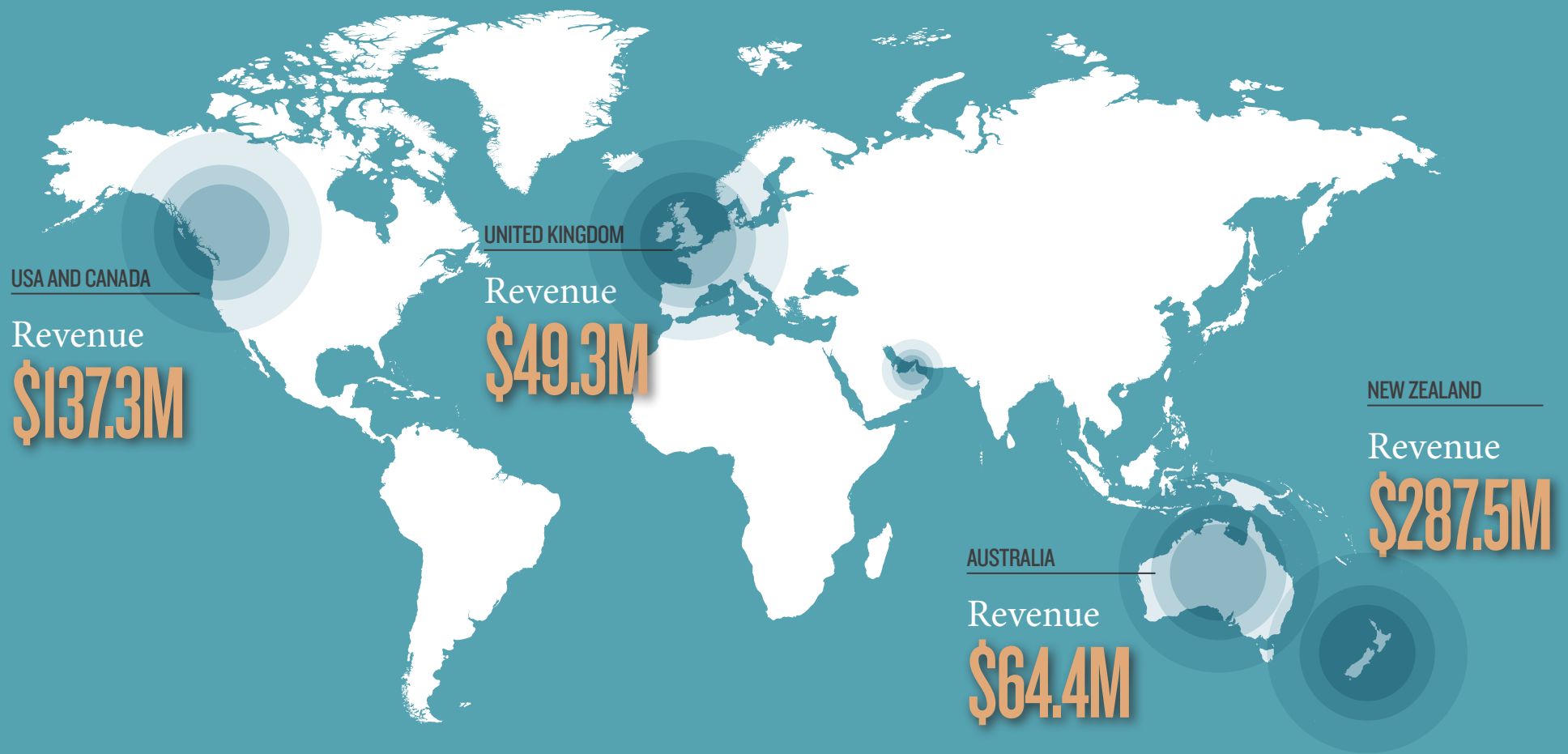
- » Infrastructure is the backbone of everyday life, underpinning economic activity. Investment in infrastructure is seen as key to supporting growing urbanisation, population growth, climate change and changing demographics
- » **Infrastructure spending worldwide has begun to rebound and is expected to grow significantly** over the coming decade\*
- » In New Zealand, **infrastructure spending is expected to grow to \$28bn by 2025**, at an average rate of around 4% a year, globally this increases to 6-7%\*
- » In the UK, Australia and New Zealand **large road and rail infrastructure programmes remain in play** despite fiscal constraints
- » During the continuing economic uncertainty, infrastructure has been one of the few asset classes that has performed in line with expectations\* as infrastructure owners have turned to **asset management to minimise operating costs and extend the life of assets**
- » **Industry consolidation continues** as companies seek diversification, cost savings and move toward full service offerings
- » In addition to public investment in infrastructure, Public Private Partnerships (PPPs) generate stable investor returns and enable **governments to accelerate the development of local and national infrastructure**
- » The recent slump in global oil prices, along with falling commodity prices in the resource sector, is clouding potential decisions around Oil and Gas infrastructure investments in the near term

\*Source - PWC's Capital Project and Infrastructure Spending Outlook to 2025

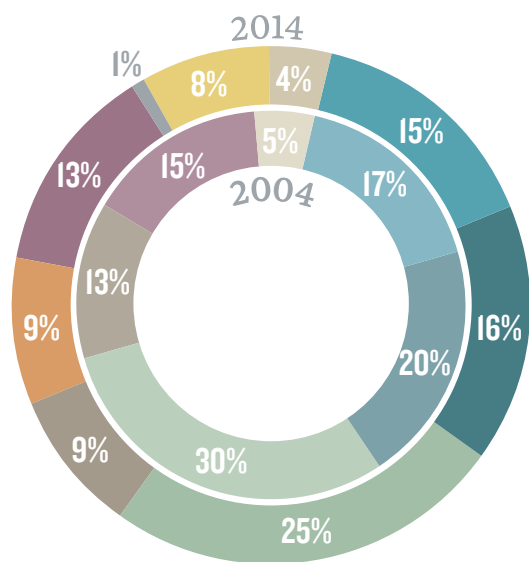
\*Source - AMP Capital, global medium term outlook for infrastructure investment

## 04 Geographic Spread

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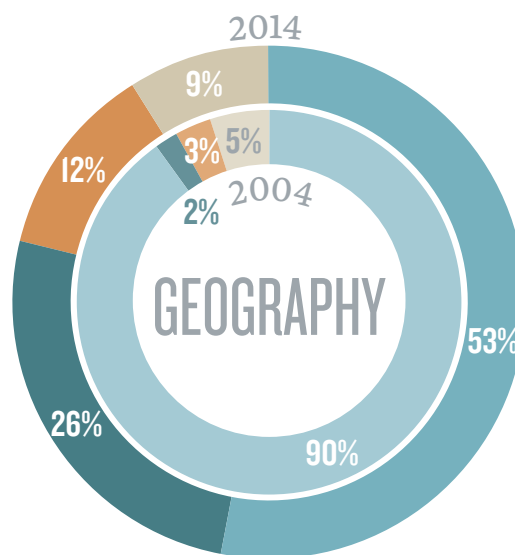


# 05 Diversified Markets



- Buildings
- Transport Asset Development
- Transport Asset Management
- Water
- Asset Management Building Infrastructure
- Resources
- Communications
- Energy
- Other

(% is based on revenue)



New Zealand



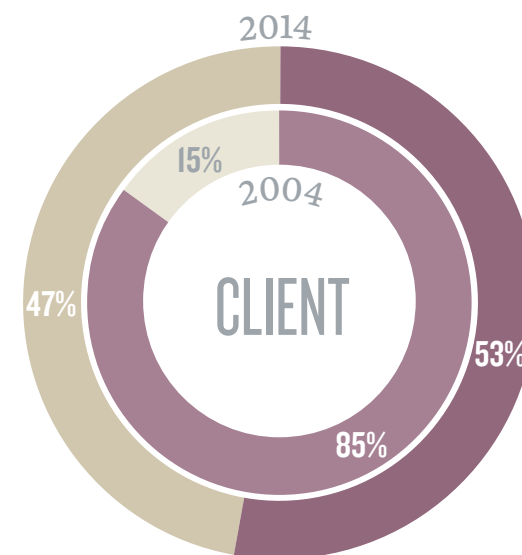
Canada & USA



Australia



United Kingdom



Public

Private

# 06 Economic Environment

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## ECONOMIC ENVIRONMENT

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**New Zealand** - GDP growth forecast is 3.0% as the underlying domestic economy remains solid with a large construction pipeline



**United Kingdom** - consensus 2015 growth forecast is 2.6% as growth becomes more broad based due to increased investment



**Canada** - consensus 2015 GDP growth is 2.1% although the falling price of oil poses downside risks



**Australia** - forecast 2015 GDP growth of 2.6% as weakness in the resources sector is partially offset by increased Government infrastructure spending



**United Arab Emirates** – forecast to grow at 3.9% in 2015 although downside risks remain. Abu Dhabi has announced a slowdown in government capital works as a result of the oil price downturn



**Kingdom of Saudi Arabia** - consensus 2015 GDP growth is currently 3.6%. The Kingdom has large rail and road infrastructure projects planned







**Malaysia** – consensus 2015 GDP growth is currently 5.0%

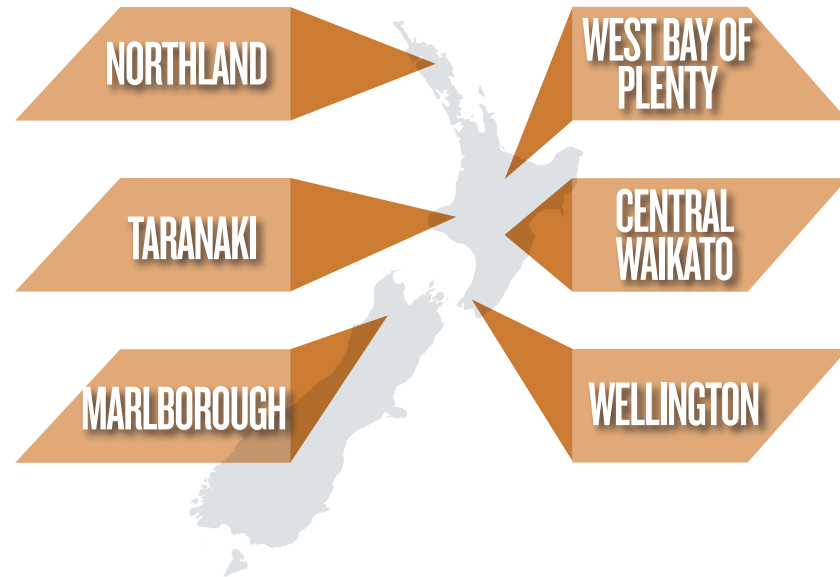
*Source - Bloomberg*



# 07 Growth Markets

 ASSET MANAGEMENT	 WATER AND ENVIRONMENT	 TRANSPORT	 OIL AND GAS
<p>The focus on asset management is growing, with economic conditions forcing moves towards better management</p> <p><b>A \$60 trillion infrastructure investment is required</b> to maintain the current global GDP growth rate through to 2030*</p> <p>In many developed economies, spending on infrastructure is predominantly directed at asset maintenance and repair</p> <p><b>Opus is globally recognised for its expertise in infrastructure asset management</b> and is the market leader in New Zealand. We specialise in developing asset management solutions for all types of transportation, utility, building, facility and environmental infrastructure</p> <p><i>* McKinsey &amp; Company</i></p>	<p>The OECD estimates that <b>water demand</b> in the year <b>2050 will be 55% more than the level in 2011*</b></p> <p>There is the need for better management of water resources. Water pollution, access to water supply, sanitation are key considerations for the future</p> <p>Investment is being made in <b>green infrastructures</b> such as water storage, water supply and sanitation; and the restoration of ecosystem functions of floodplains and wetlands</p> <p>Opus has diverse capabilities in this sector including a specialist water consultancy, Opus DaytonKnight in Canada</p> <p><i>* Environmental Outlook to 2050</i></p>	<p>There are growing opportunities as <b>aged infrastructure requires substantial capital investment</b></p> <p>Significant opportunities exist specifically in the <b>UK</b> following <b>Network Rail's £39 billion</b> investment in high speed rail from 2014-2019*</p> <p>Countries are increasingly <b>outsourcing maintenance</b> and operations and using performance based contracts for road maintenance and operations projects</p> <p>We have substantial expertise in transport asset management and design across all markets and a specialist rail division, Opus Rail in Melbourne, Australia</p> <p><i>* Network Rail – Delivering a better railway for Britain 2014-2019</i></p>	<p><b>Oil and gas production</b> in Alberta, Canada is <b>forecast to more than double by 2030*</b> creating increased demand for pipelines</p> <p>Opus Stewart Weir is a market leader in Alberta - Canada's highest growth market</p> <p>Opus Stewart Weir have a strong market status for <b>pipeline, infrastructure and energy</b></p> <p>While this sector is impacted by falling oil prices in the short to medium term, the Oil and Gas industry remains a strategic long term investment</p> <p><i>* Canadian Association of Petroleum Producers</i></p>

## 08 Recent Wins - New Zealand



- » Opus was successful in six significant NZ Transport Agency transport asset management contracts, terms 5-7 years, a total capital value of \$574m and some \$35m in fees
- » Six more contracts will be offered in 2015

# 09 Recent Wins and Major Prospects International

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SAUDI ARABIA - ROYAL COMMISSION OF  
JUBAIL ASSET MANAGEMENT PROJECT  
(\$20m over 5 years)

UK RAIL BRIDGE DESIGN

ENBRIDGE (SET) PIPELINE, CANADA

METRO VANCOUVER LYNN VALLEY  
RESERVOIR, CANADA

## MAJOR PROSPECTS

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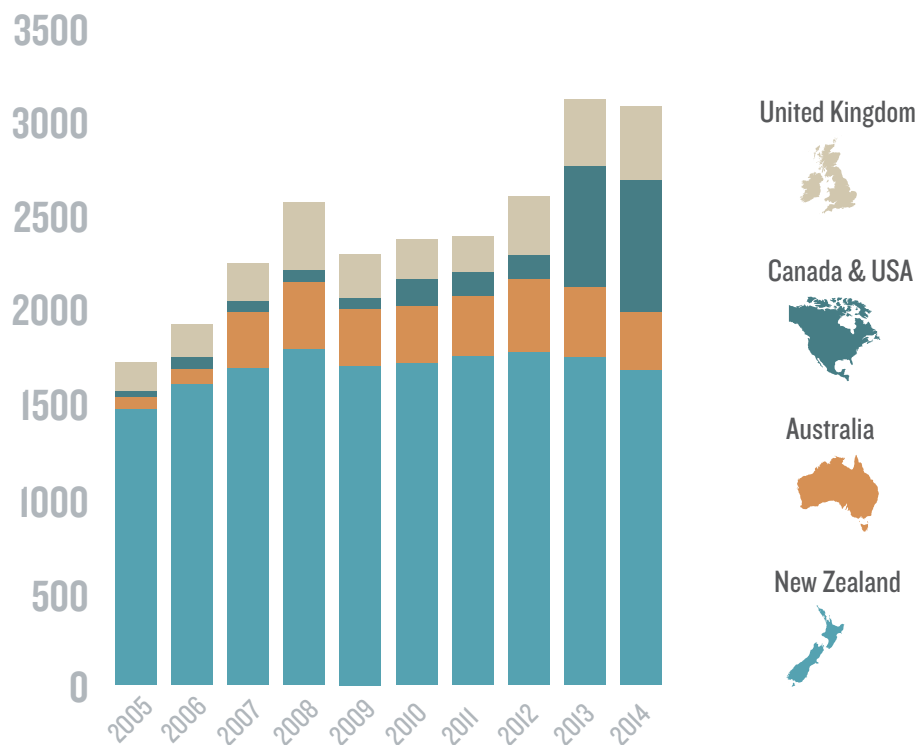
***Canada - Prince Rupert Gas Transmission Project*** TransCanada has been selected to operate the proposed Prince Rupert Gas Transmission Project. OSW has bid for two parcels of survey work on the 900 kilometre pipeline to the proposed Pacific North West LNG facility; decision is expected in the first half 2015

### ***UAE***

Following on from the transport asset management contract win in Saudi Arabia, we are progressing on 4 active bids including a Dam Irrigation supervision contract in the UAE

# 10 Our People

## STAFF NUMBERS



- » 46% of staff based in international offices outside New Zealand
- » UK staff numbers up 107% over last 3 years - HCC and Network Rail contracts
- » New Zealand and Australian workforce numbers down 4% and 16% respectively, due to targeted reductions
- » Rewards programme implemented in 2014 - stronger focus on performance and recruiting, retaining and developing key talent



## Underlying Group Financial Performance

\$ MILLIONS	FULL YEAR		MVMT	
	2014	2013	\$	%
Operating Revenue	539.6	459.7	79.9	17.4%
EBITDA	42.1	40.4	1.7	4.1%
Operating EBIT*	32.6	33.5	(0.9)	(2.8%)
Operating margin*	6.0%	7.3%		
Adjusted NPAT*	21.4	22.0	(0.6)	(2.5%)

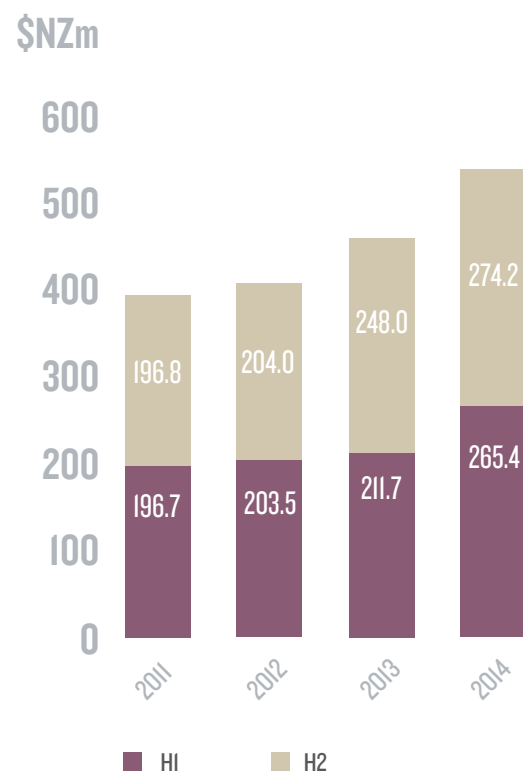
\* excludes deferred consideration release and impairment charge

HEADCOUNT	FULL YEAR		MVMT	
	2014	2013	FTE	%
Total	3,073	3,108	(35)	(1.1%)

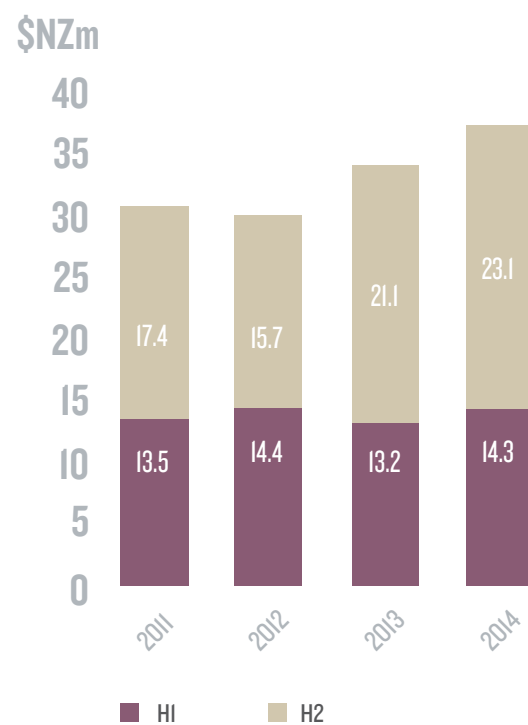
- » Group revenue grew 17% to \$539.6m; underlying growth on a constant exchange rate basis 6%
- » Operating EBIT - \$32.6m down 2.8%, impacted by a \$4.5m project loss in New Zealand and \$0.7m operating loss in Australia
- » Effective underlying tax rate improved to 28.8% (31.6% prior year)

# 12 Group Financial Performance

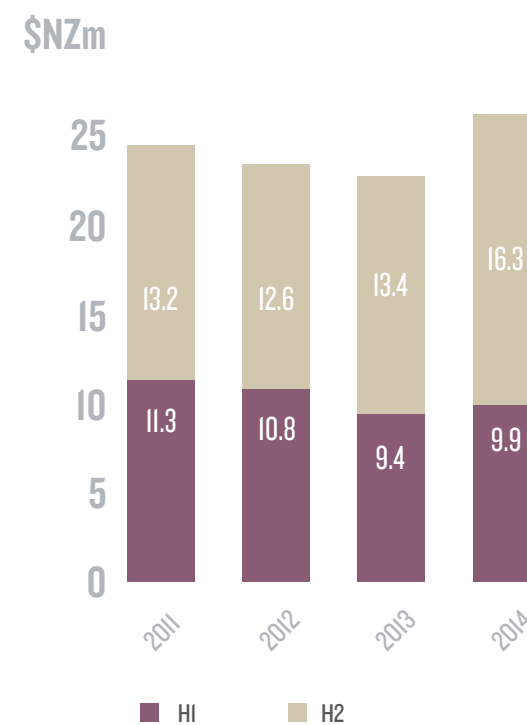
## REVENUE



## EBIT

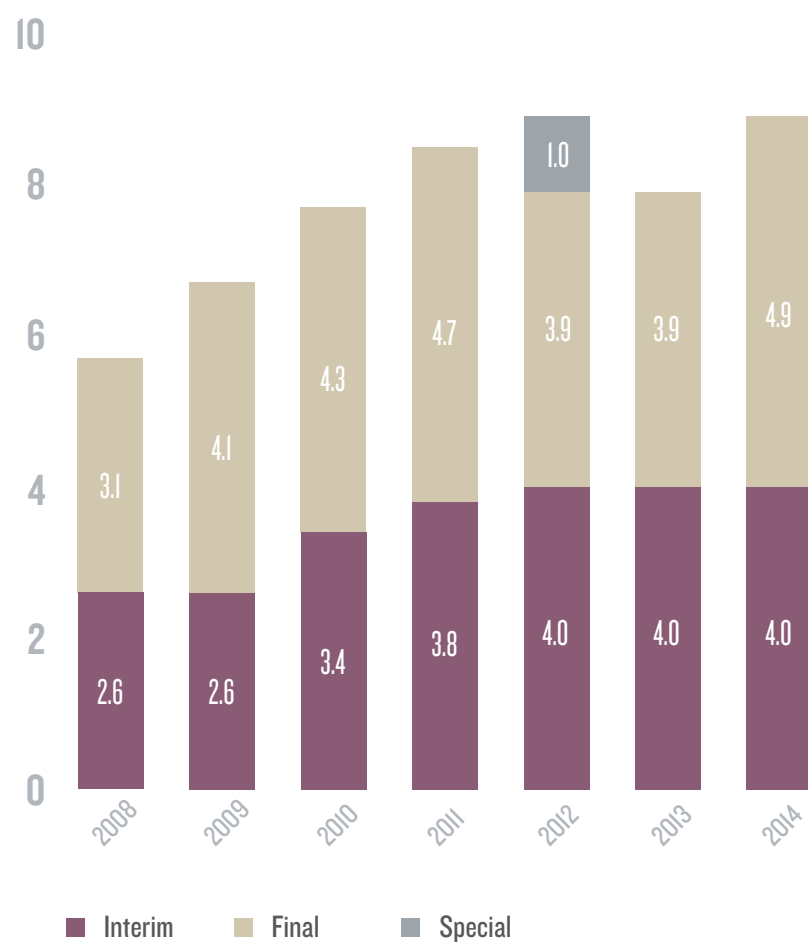


## NPAT



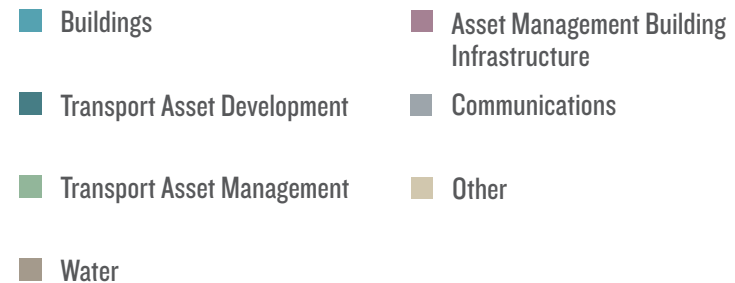
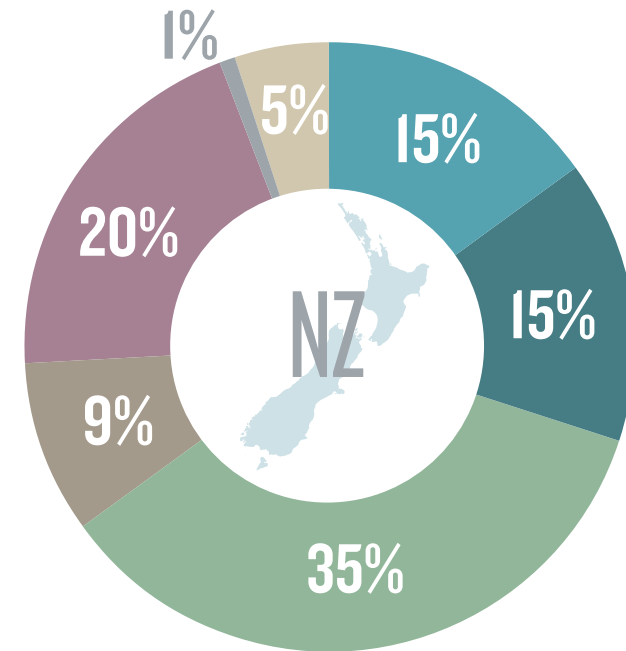
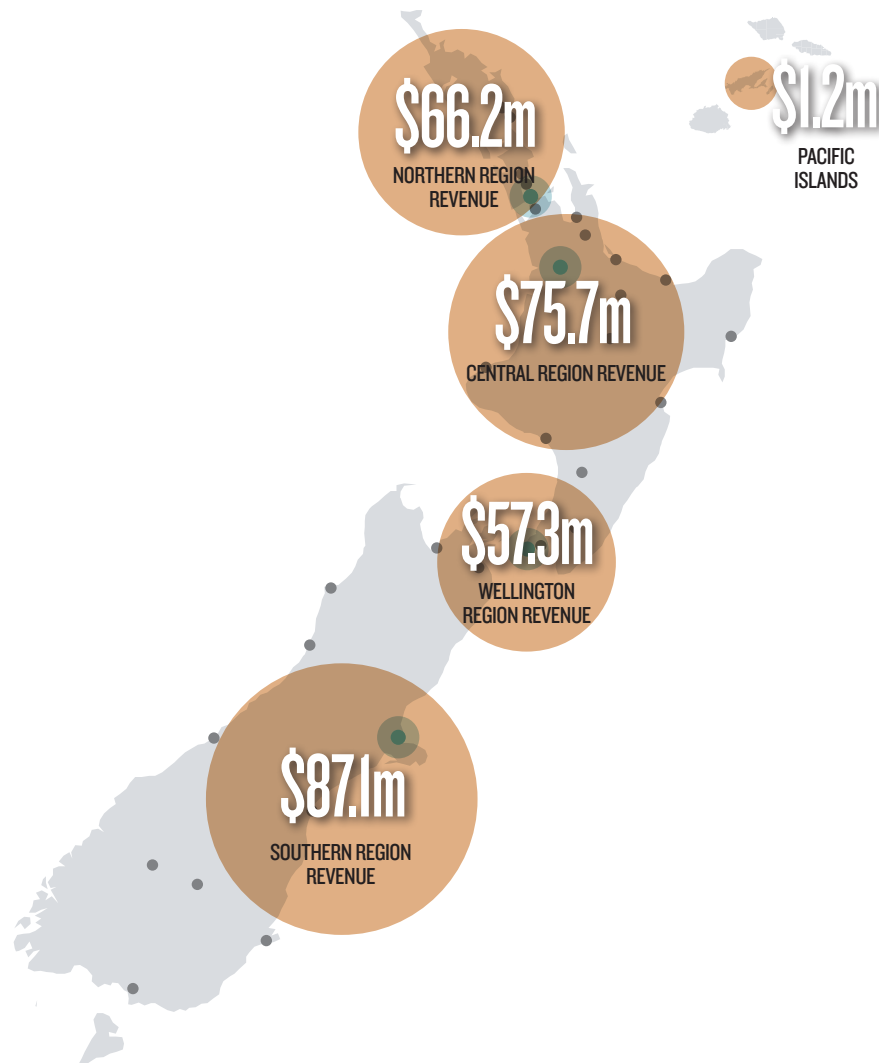
# 13 Dividends

## DIVIDEND PER SHARE



- » Fully imputed dividend of 8.9 cents per share declared (up 13%)
- » Increase in dividend supported by the company's improved operating cashflow (up \$7.3m, +29%)
- » The 8.9cps dividend distribution reflects our dividend policy of 50% of NPAT
- » Well advanced on a major review of our capital management and dividend policies

# 14 New Zealand





# 15 New Zealand - Financials

NEW ZEALAND	FULL YEAR		MVMT	
	2014	2013	CHANGE	%
Revenue (NZDm)	287.5	285.1	2.4	0.8%
Operating EBIT (NZDm)	28.5	31.0	(2.5)	(8.1%)
Operating margin	9.9%	10.9%		
1 year order book as % of budgeted 2015 revenue	48.0%			
Headcount	1,666	1,740	(74)	(4.3%)

- » New Zealand business has experienced challenging market conditions as a result of increased competition, tighter margins and a reduction in government spending
- » Revenue increased by 1% to \$287.5m while EBIT decreased by 8% to \$28.5m impacted by a previously reported significant project loss of \$4.5m
- » New Zealand-wide restructure commenced in early 2015 to better position the business to meet the needs of the market

# 16 New Zealand - Profit Impacts

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## PROJECT LOSS

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- » As previously announced, New Zealand result was impacted by a substantial \$4.5m project loss in a non-traditional discipline, with unique and unusual complexities
- » A full review of the project loss has been completed targeting lessons learned
- » A new Project Management Accreditation Framework is in phased roll-out

## OPUS RESEARCH

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- » Opus Research moved to a purpose built facility in early 2014; with a profit impact of \$0.6m. The new site includes a commercial wind tunnel, extensive training, research and laboratory testing facilities



# 17 New Zealand - Business Restructure

The New Zealand business has been restructured to enable greater productivity and collaboration across the business

The new structure keeps our extensive regional network with local leadership and capability, but is designed to improve collaboration and sharing of innovations and resources

The New Zealand senior management team, reporting to Peter Mathewson, Managing Director New Zealand has been reduced from 14 to 6 people

The key features of the business model (see diagram) are:

- » Strengthening of the design centre structure including the establishment of a Building delivery function that combines Mechanical & Electrical, Building Structures, and Architecture disciplines
- » The operation of the 18 regional businesses as one business to better align the company when competing for opportunities from the NZ Transport Agency, Local Authority Shared Services and local government clients
- » Strengthening commercial rigour, excellence in bid and project delivery, and project governance
- » A business development and growth function combining technical development activities and Opus Research to generate revenue growth through new markets and services
- » The delivery of corporate services and day to day business support. The first phase, completed last year, involved the restructure of Opus' national support functions and focused on organisational improvement efficiencies. This phase delivered annualised net efficiency savings of \$1m including a reduction in headcount of 20

## BUSINESS MODEL WITHIN NZ



# 18 New Zealand - Outlook

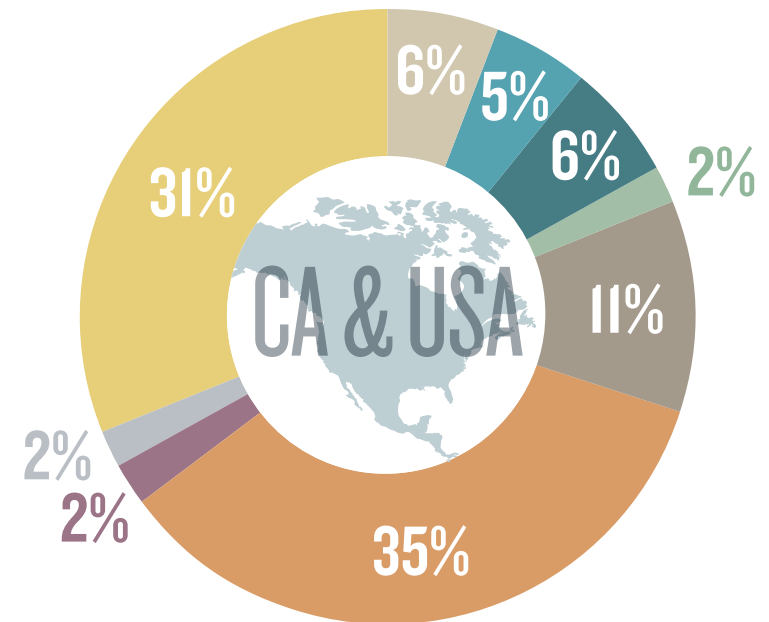
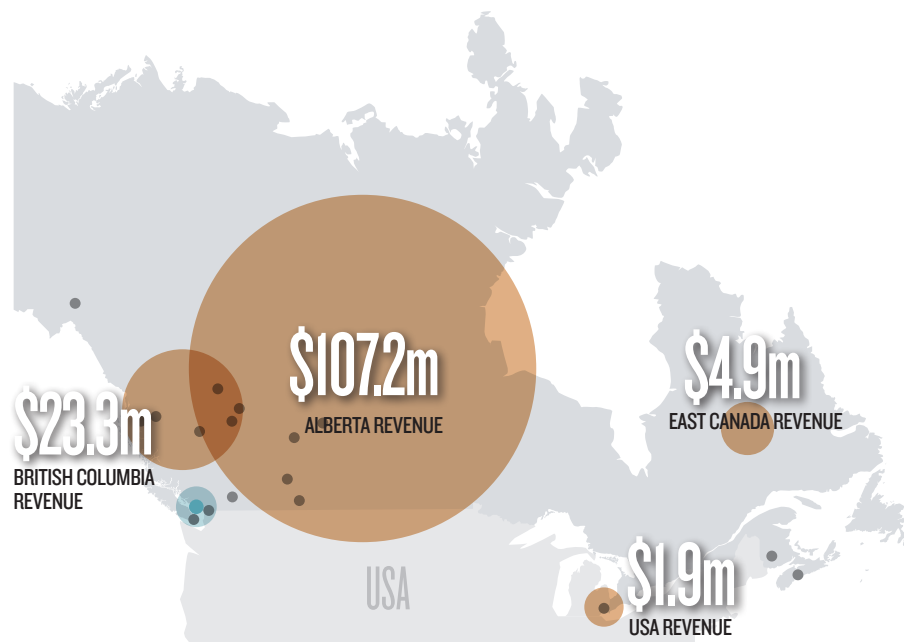
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## OUTLOOK

- » Despite the challenging environment, business and consumer confidence remains strong
- » Christchurch earthquake rebuild continues to be a key component of near-term economic activity
- » Six further Network Outcome Contracts for the NZ Transport Agency are coming to market in 2015
- » Opportunities exist in the transportation sector following government announcements to spend \$213m on regionally important transportation projects and \$10bn on the Auckland Manukau Eastern Transport Initiative, East-West Link, Waitemata Harbour crossing and City Rail Link
- » The Fiji Roads Authority, the Water Authority of Fiji and Department of Energy have significant capital works budgets and we are pursuing a number of opportunities with these agencies

# 19 Canada and USA




- Transport Asset Development
- Transport Asset Management
- Water
- Buildings
- Energy
- Resources
- Asset Management Building Infrastructure
- Communications
- Other

# 20 Canada and USA - Financials

CANADA & USA	FULL YEAR		MVMT	
	2014	2013	CHANGE	%
Revenue (NZDm)	137.3	58.9	78.4	133%
Operating EBIT (NZDm)	7.5	5.3	2.2	41%
Operating margin	5.5%	9.0%		
1 year order book as % of budgeted 2015 revenue	45%			
Headcount	697	643	54	8%

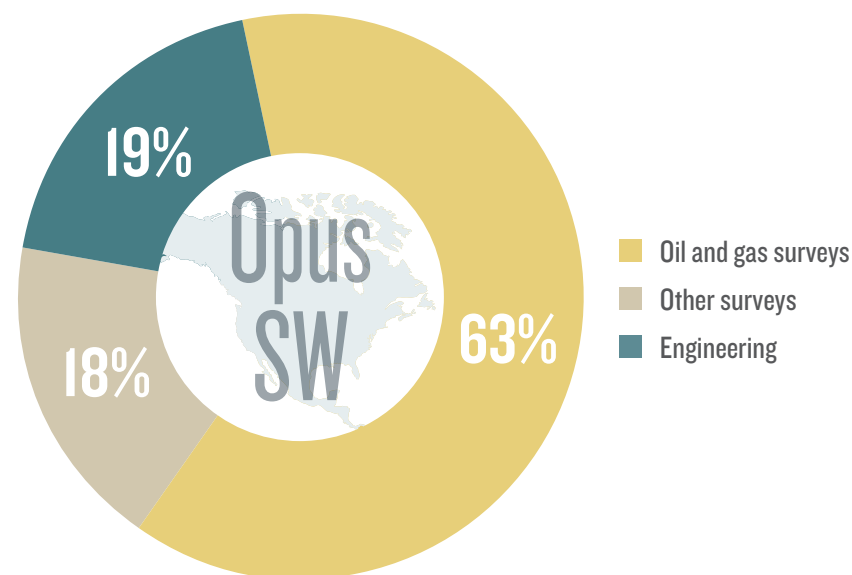
- » Good overall performance in Canada and a strong second half from Opus Stewart Weir after tough first half winter conditions
- » Revenue increased by 133% to \$137.3m and operating EBIT increased by 41% to \$7.5m
- » Deferred consideration release of \$11.5m resulting from Opus Stewart Weir not meeting challenging stretch targets


**OUTLOOK**

- » Medium term opportunities in Alberta's Oil and Gas market include the Northern Gateway, Prince Rupert Gas Transmission, Reversal of Line 9 in Ontario and Quebec, Keystone XL, and the Trans Mountain Expansion pipelines projects
- » Slump in global oil prices poses a concern for Canada's resources sector, potentially clouding investment decisions within the near-term (page 22)
- » US business is positioning to bid for further US Department of Transport projects

# 21 Opus Stewart Weir - Financials

\$ MILLIONS	IH	2H	DEC-14
Revenue	45.5	66.3	111.8
EBITDA	3.2	16.0	19.2
EBIT	2.3	14.5	16.8
NPAT	1.4	12.3	13.7
Deferred consideration release	2.6	8.9	11.5
Operating EBIT	(0.3)	5.6	5.3
Operating EBIT margin	(0.7%)	8.5%	4.7%
1 year order book as % of budgeted 2015 revenue	49%		
	2014	2013	
Headcount	548	516	



- » The integration process of Opus Stewart Weir has been completed and we are now benefiting from cross-selling opportunities in this market, particularly between our existing business and Opus Stewart Weir, with synergistic revenue of \$2.6m realised during the year
- » The deferred consideration release of \$11.5m was as a result of Opus Stewart Weir not meeting challenging stretch targets and not an indication of poor performance

# 22 Opus Stewart Weir - Outlook



## OUTLOOK

### Alberta Province

GDP growth is forecast at 1.0% in 2015 and 0.9% in 2016 and reflects the anticipated drop in capital expenditure plans by oil companies. The Canadian Association of Petroleum Producers has forecast that member companies would cut investments by 33% in Western Canada in 2015, including a 24% reduction in the oilsands. This has negative flow on effects to employment, net migration, the housing sector, consumer spending and public sector spending effects. In this context, oil and gas clients are requesting up to a 10% - 15% reduction in prices given current market conditions

The chart to the right illustrates the recent fall in the price of oil and also includes high, low and median consensus forecasts

Source - RBC Economics

### OIL PRICE (WTI)



Source - Bloomberg



## 23 Opus Stewart Weir - Outlook (continued)

63% of OSW gross revenue arose from the private Oil and Gas sector in 2014. Services provided were primarily survey-related (cadastral surveys, construction layout, as-constructed information gathering, and CAD / GIS services) to the midstream and downstream market places

There is a shortage of infrastructure in all transport modes in Alberta (including pipelines) but OSW is seeing fewer new projects and delays and deferrals of existing projects. Work in hand fell from 54% of net revenue to 44% between October and December 2014 but has rebounded in early 2015 to 49%

During the winter period and in response to the recent economic conditions, OSW has been swift to reduce its cost base including the following actions:

- » Workforce reductions of 36 people (21 field positions and 15 office employees) being 7% of all active permanent staff
- » 60 operations staff are currently on reduced work weeks
- » Implemented a hiring freeze and review of all discretionary spending
- » Field crews only work when chargeable

OSW will continue to monitor its revenue and gross margin levels to achieve a sustainable level of administrative costs, while keeping a watchful eye towards a rebound in business activity

There are further statutory mechanisms to reduce staff costs such as furloughing depending on project demand

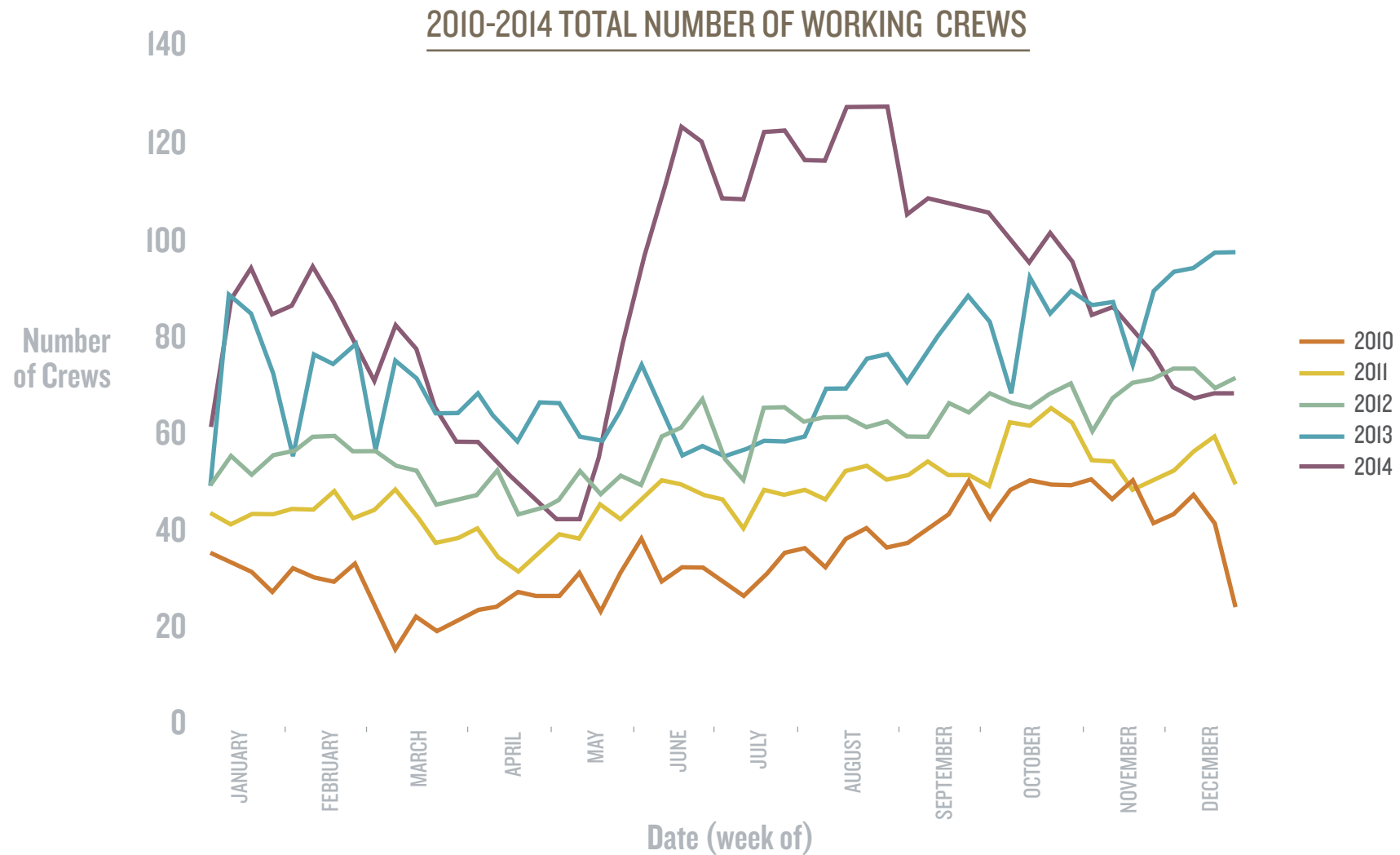


### OUTLOOK

The outlook has potential upside. While austerity measures are essential there may be a need to mobilise staff quickly to large projects which may arise:

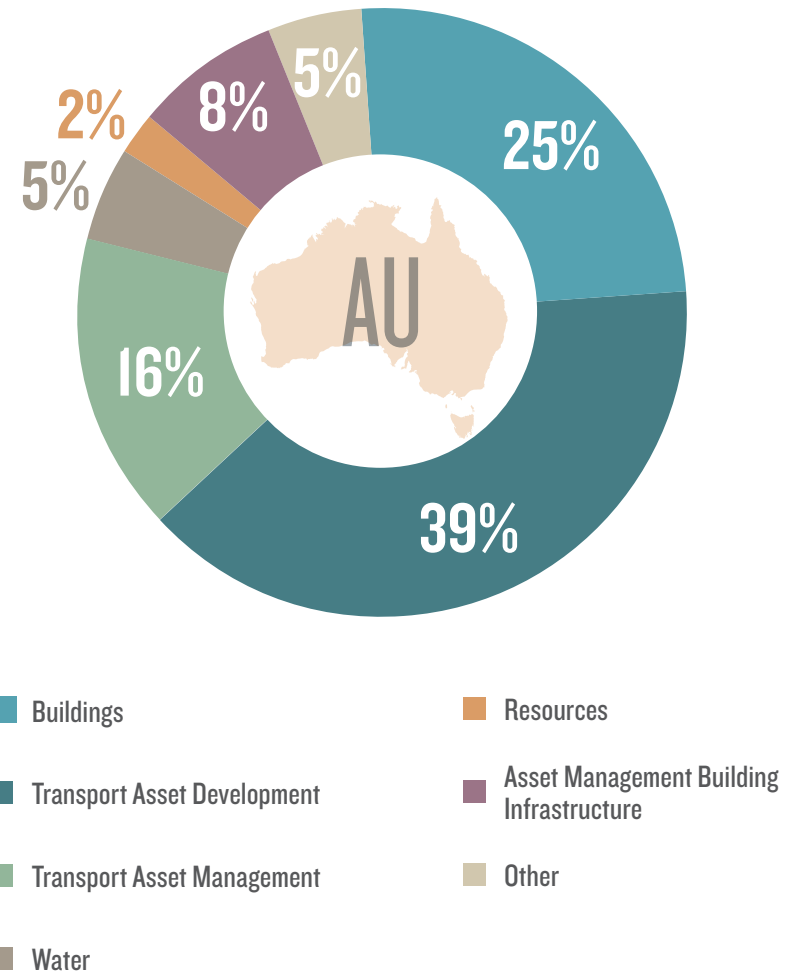
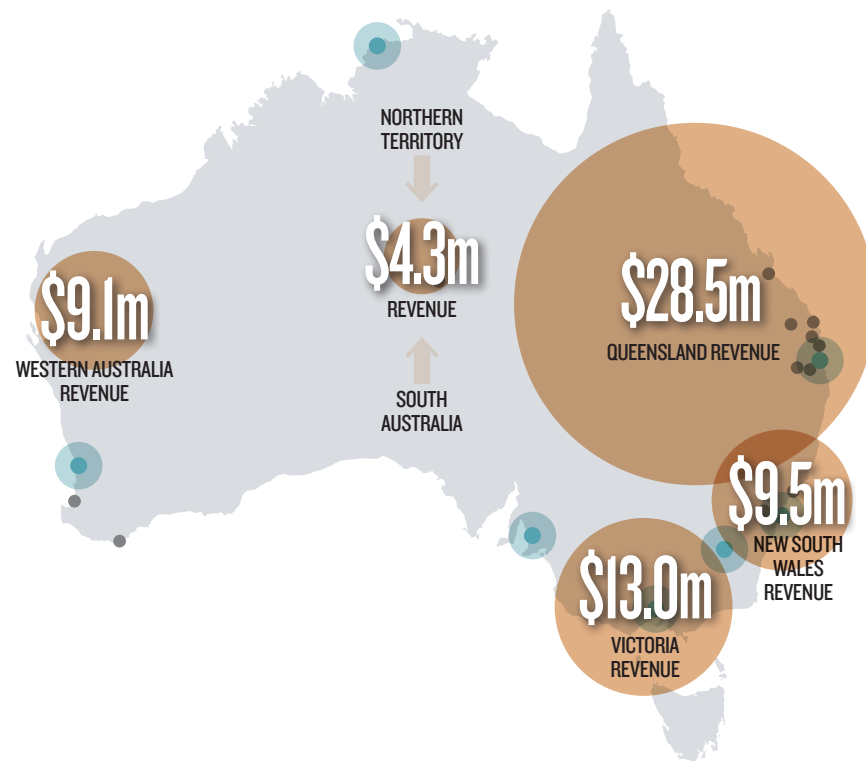
- » TransCanada Prince Rupert Gas Transmission
- » ATCO Pipeline work in Alberta - \$9m

# 24 Total Number of Working Crews



Hiring crew information above, 2014 saw a record supply of field crews

# 25 Australia



# 26 Australia - Financials

\$ MILLIONS	FULL YEAR		MVMT	
	2014	2013	CHANGE	%
Revenue (NZDm)	64.4	75.9	(11.5)	(15%)
Operating EBIT (NZDm)	(0.7)	0.7	(1.4)	(203%)
Operating margin	(1.1%)	0.9%		
1 year order book as % of budgeted 2015 revenue	25%			
Headcount	313	371	(58)	(16%)

- » The performance of the Australian business is directly related to the general slowdown in the resource sector and our goal is to maintain a sustainable business in anticipation of a significant economic rebound
- » Revenue reduced by 15% to \$64.4m and an EBIT loss of \$675k was incurred. Within this result was a strong EBIT of \$1.2m by Opus Rail
- » Headcount was reduced and restructuring costs of \$0.3m were incurred as the back office was restructured and management continued to align capacity with market demand
- » Due to the continued uncertainty in the economy and low work in hand, an impairment of goodwill of \$6.7m was taken up in the period
- » A small acquisition was completed of Bowdens Group Australia Pty Ltd, a New South Wales based survey, civil engineering and water design firm

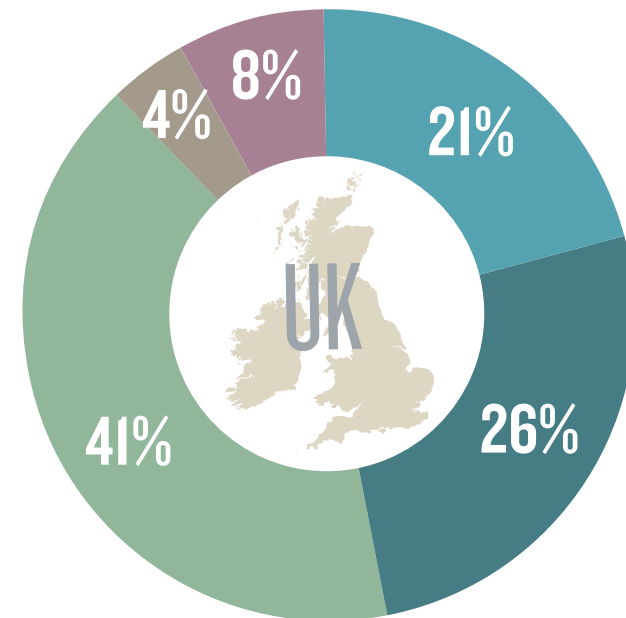
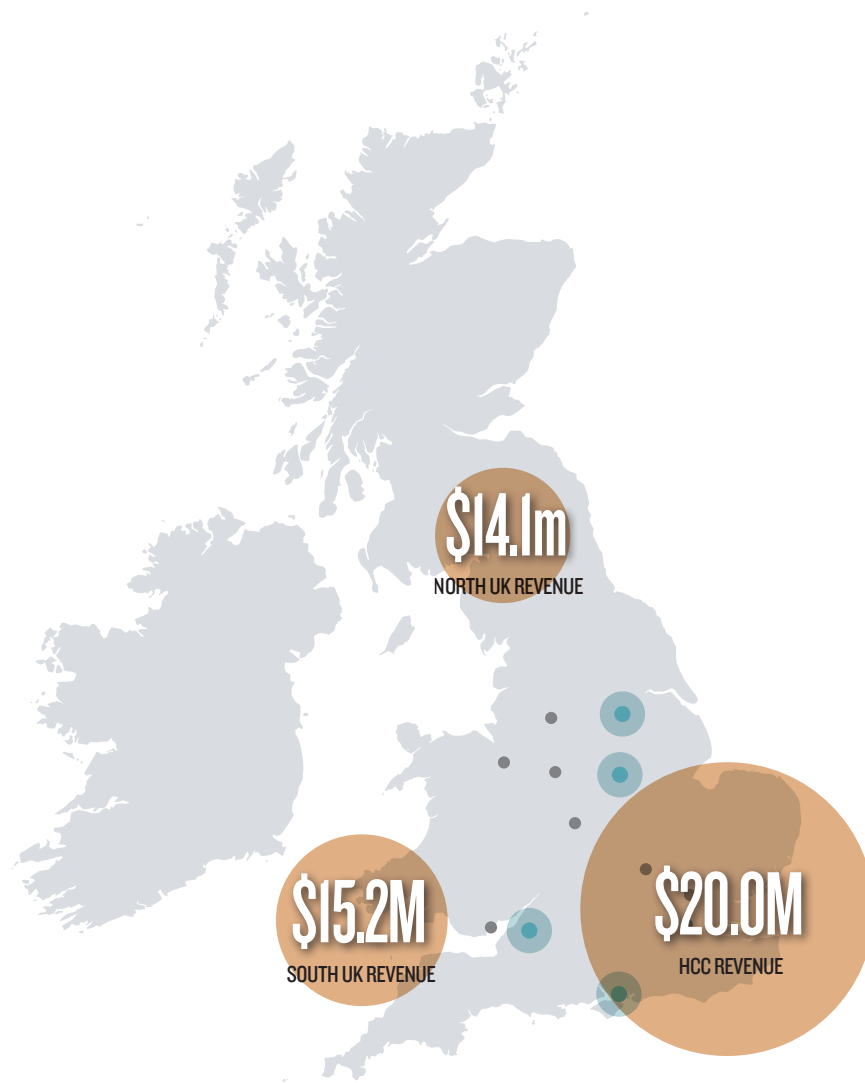


## OUTLOOK

- » Opportunities exist specifically in the transportation sector with the Australian government allocating \$12bn to invest in road infrastructure improvements to support economic activity\*
- » Total infrastructure spend over the next five years is likely to exceed \$125bn\*
- » Opportunities include the Western Australia Great Eastern Highway widening project and various rail transportation projects through our specialist rail division Opus Rail

\*Source - Australia Government Budget 2014-15

# 27 United Kingdom



# 28 United Kingdom - Financials

\$ MILLIONS	FULL YEAR		MVMT	
	2014	2013	CHANGE	%
Revenue (NZDm)	49.3	39.2	10.1	26%
Operating EBIT (NZDm)	1.1	0.6	0.5	80%
Operating margin	2.2%	1.5%		
1 year order book as % of budgeted 2015 revenue	55%			
Headcount	398	354	44	12%

- » UK business had its best performance to date with revenue increasing by 26% to \$49.3m and EBIT increased by 80% to \$1.1m
- » Result is underpinned by our strengthening work programme with the Hertfordshire County Council for whom we provide transport asset management services for the entire highway network
- » Business strategy is underway to transition the business from lower margin activity towards higher margin consulting



## OUTLOOK

- » UK economy had clear signs of recovery in 2014
- » Business investment is picking up in response to stronger consumer demand and business confidence
- » Significant opportunities exist in this market, especially in the transportation sector following Network Rail's £39bn investment in high speed rail from 2014-2019
- » Positioning to bid for further large county council transport asset management contracts which are coming to market

# 29 Unallocated Corporate Costs

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CORPORATE COSTS	FULL YEAR		MVMT	
	2014	2013	CHANGE	%
EBIT (NZDm)	(3.9)	(4.2)	0.3	5.9%

These costs include the central head office staff costs incurred in running a global business. The costs have reduced over time as the business has increased in scale due to both organic growth and acquisition

Other 2014 costs include:

- Reduced staff costs \$0.2m
- FX gains \$0.3m
- Costs of establishing Dubai and Abu Dhabi offices (\$0.5m)

Previously these costs were included in the New Zealand country results.

UNALLOCATED CORPORATE COSTS - HISTORIC			
EBIT (NZDM)	1H	2H	TOTAL
2011	(3.1)	(3.2)	(6.3)
2012	(3.0)	(2.4)	(5.4)
2013	(1.8)	(2.4)	(4.2)
2014	(1.2)	(2.7)	(3.9)

# 30 Group Cashflow

GROUP CASHFLOW		
\$ MILLIONS	DEC 14	DEC 13
Cash flow from operating activities	32.1	24.8
Net asset purchases	(11.1)	(13.3)
Purchase of investments	(7.2)	(58.8)
Realised gains from forward contracts	6.8	1.4
Others	1.1	1.0
Cash flow from investing activities	(10.4)	(69.7)
Dividends	(11.8)	(13.2)
Net debt drawdown	26.8	36.9
Others	(1.3)	(2.1)
Cash flow from financing activities	13.7	21.4
Net cashflow for the period	35.4	(23.4)

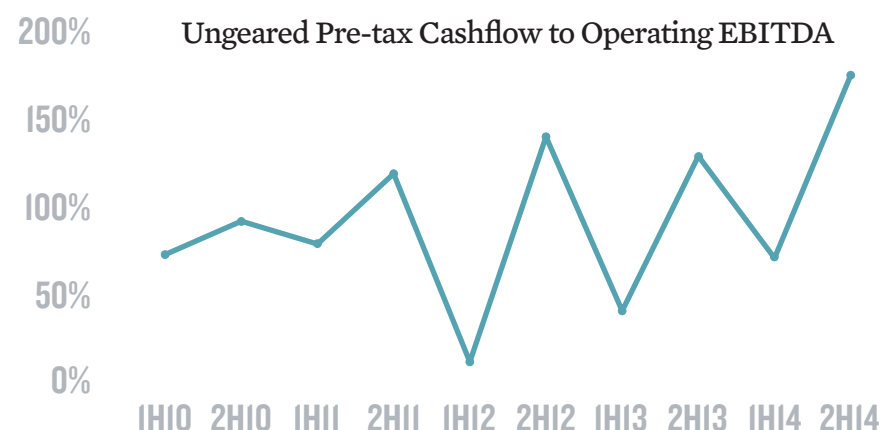
- » Improved performance with cash flow from operating activities up \$7.3m over prior year
- » Active management of debtors across all countries helped by the implementation of advanced credit management processes has improved operating cashflow
- » Gain of \$6.8m on Forward Contracts is receipts on the hedging book as the NZ dollar strengthened



# 31 Debt and Liquidity

KEY METRICS	2014	2013
Interest cover (times)	15.3	25.4
Net financial debt/ EBITDA ratio	0.8	1.4
Facility utilisation	57%	50%
Average cost of debt	3.53%	4.40%
Average maturity (years)	2.4	2.4
Gross debt to equity	60.9%	56.4%
Net debt to equity	10%	18.2%
Cash at the end of the year (net)	72.9	37.7
Undrawn credit facilities	62.2	69.4
	135.1	107.1

## GROUP CASH CONVERSION



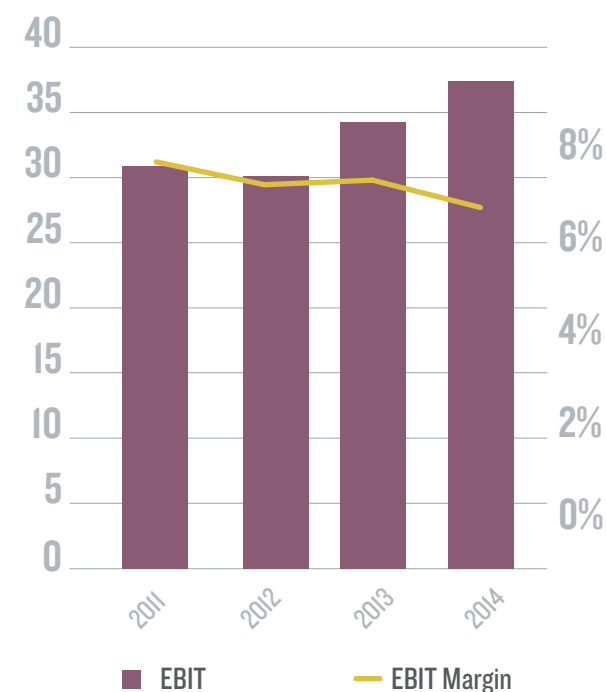
- » Liquidity position remains solid reflecting the \$7.3m increase in Cashflow From Operations
- » Net cash and undrawn facilities totalling \$135.1m remain strong with opportunities for both future growth and dividend distribution
- » Dual banking partners selected on strategic capabilities as well as value
- » Majority of debt is in non-NZD currencies and is used as a natural hedge against offshore investments
- » Cash conversion rate of 169% in 2H14 reflecting improved working capital management

# 32 Other Information - International Competitor Information

COMPANY	EBITDA%	NPAT%	ROE	NET DEBT/ EQUITY	EV/EBITDA
<b>Opus International Consultants</b>	<b>7.8%</b>	<b>4.9%</b>	<b>18.4%</b>	<b>10.0%</b>	<b>4.9</b>
Aecom / URS	5.4%	2.8%	10.9%	18.9%	7.8
AMEC / Foster Wheeler	9.4%	4.5%	12.3%	-10.8%	6.6
Atkins (WS)	7.9%	5.6%	61.8%	-129.0%	7.6
Cardno	10.2%	6.0%	11.2%	29.2%	5.6
Coffey	3.3%	0.7%	2.4%	35.8%	4.8
Fluor	5.1%	2.4%	18.8%	-57.2%	5.1
SNC - Lavalin	5.4%	0.5%	1.7%	149.7%	13.0
Stantec	14.0%	8.0%	18.1%	10.7%	9.4
Worley Parsons	5.3%	2.6%	11.5%	23.4%	6.6
WSP (Genivar)	7.9%	3.6%	7.6%	-12.1%	8.4
Average	7.4%	3.8%	15.9%	6.2%	7.3

Source - Bloomberg, OICL as at 17 Feb 2015

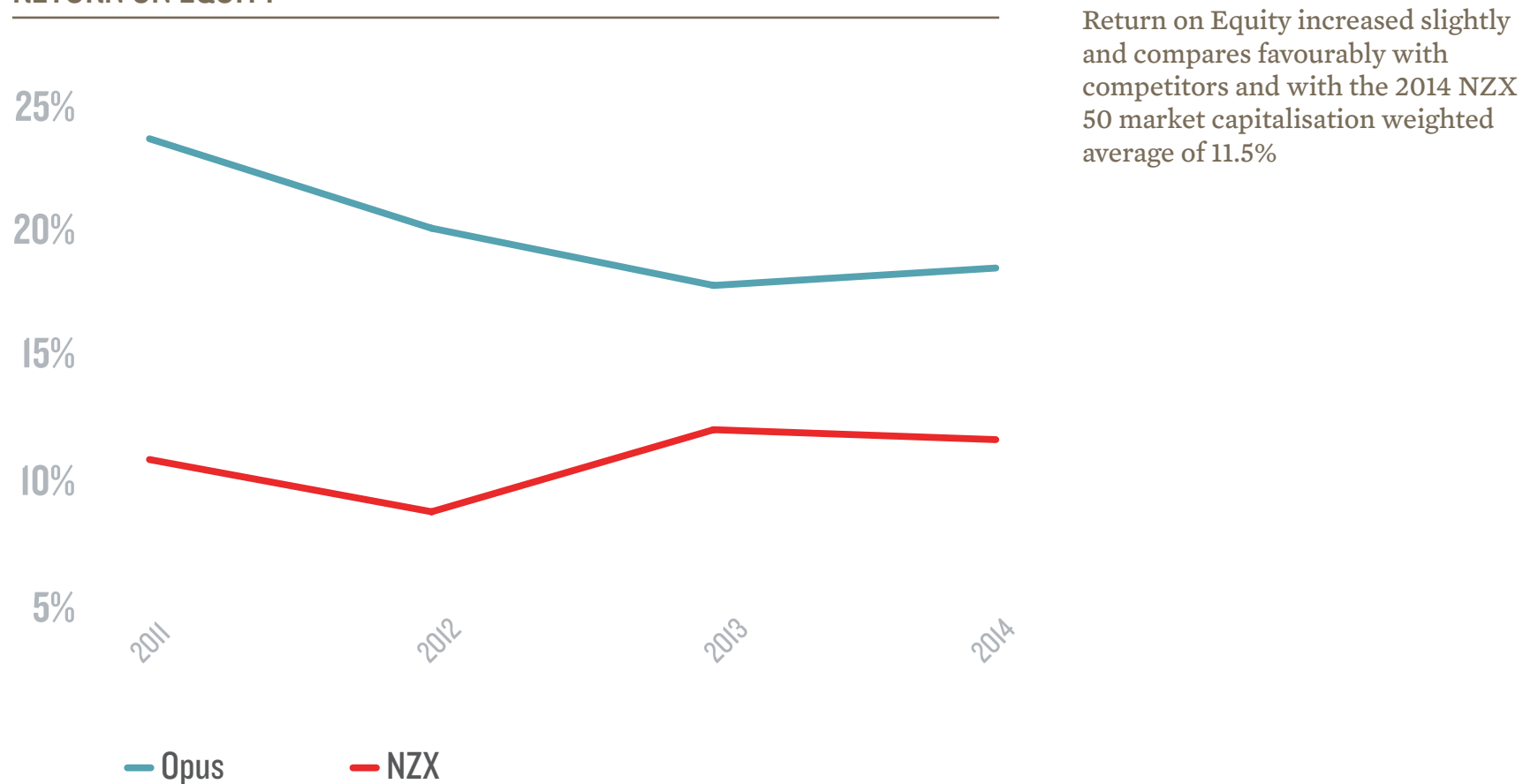
## OPUS EBIT AND EBIT MARGIN



Source - Australia Government Budget 2014-15

# 33 Other Information - Domestic Comparator Information

## RETURN ON EQUITY



# 34 Summary

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- » ***NZ structure changes are aiming to strengthen client delivery, improve project performance and drive greater productivity.*** It keeps the extensive regional network, improves the focus on leadership and capabilities, improving collaboration and enabling greater productivity
- » ***Canada business had an improved performance in the second half*** of 2014, particularly in Opus Stewart Weir. OSW is not immune to the short term profit impacts of the slump in oil price and has seen a reduction in work in hand. Management have moved quickly to ensure the cost base has a variable component based on project demand
- » ***Global diversification*** strategy into new markets such as the Pacific and the Middle East/North Africa is showing progress as we won a ***\$20m 5 year transport asset management*** contract in the Kingdom of Saudi Arabia
- » Non-trading release of OSW deferred consideration of \$11.5m which more than offset an impairment of Australian goodwill of \$6.7m
- » ***Strong operating cash flow*** supports a fully ***imputed final dividend of 8.9 cents***, up 13% on prior year
- » While the EBIT margin has fallen the Return on Equity has outperformed the NZ market over 4 years and is higher than most of our international competitors.
- » Net Debt to Equity ratio of 10% is conservative compared to our peers
- » Well advanced on a major review of our capital management and dividend policies