

A nighttime photograph of the Sydney Harbour Bridge and the Sydney Opera House. The bridge's steel structure is illuminated with warm lights, and the Opera House's white, shell-like roof is also lit up. The scene is set against a deep blue twilight sky, with the lights reflecting on the water in the foreground.

# Aconex Unlimited II Investor Day

7 June 2016

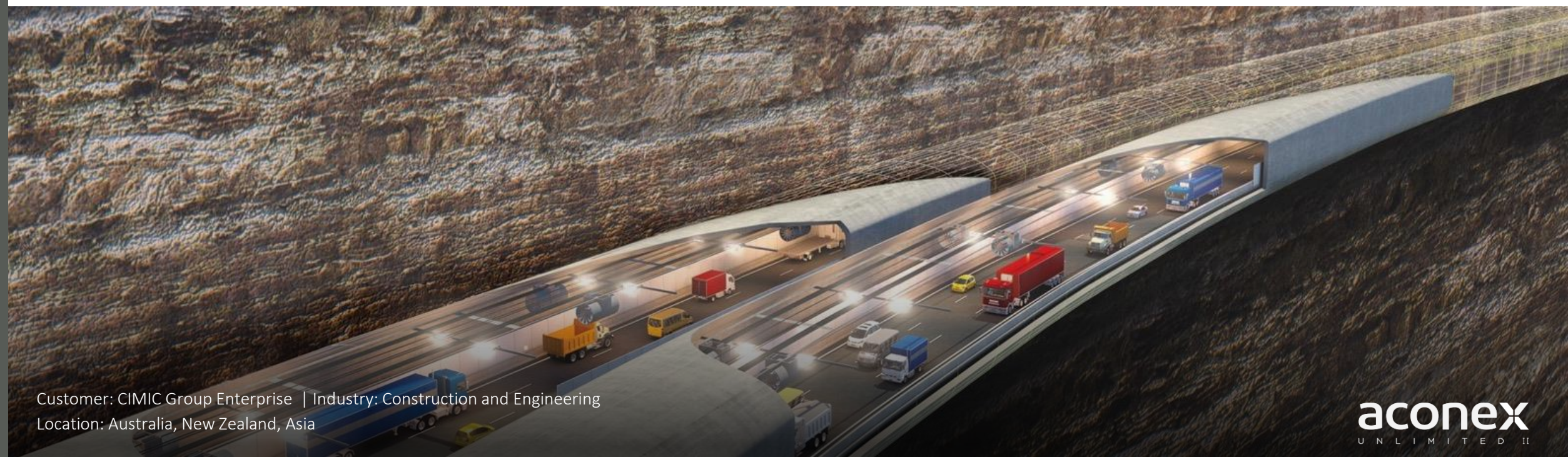
Sydney Opera House, Australia





## Aconex Product Strategy

Rob Phillpot  
SVP, Product & Engineering



Customer: CIMIC Group Enterprise | Industry: Construction and Engineering  
Location: Australia, New Zealand, Asia

# Delivering multiple sources of value to our customers

- 1 Why we do what we do
- 2 Our R&D engine
- 3 Industry trends and impact on product strategy for next 3-5 years
- 4 Major focus areas for 2016/17
- 5 Demo



# Why we do what we do...

“ Transform the way project teams work together.  
Make the process fairer, easier and more efficient for everyone. ”

- Build five hospitals for the same price as four
- Help iterate on design to make more beautiful spaces and buildings to work and play in
- Less costly court cases where only the lawyers win
- Minimise conflict and stress on projects
- Help workers get home earlier to see their families



# Accelerating pace of product delivery – last 12 months

## ✓ Business support

- Helped win Bechtel, Lendlease, John Holland, CIMIC, Southern Company, etc
- Acquired Worksite – integrated
- Acquired INCITE Keystone – integrated
- Acquired Conject – integration underway

## ✓ Core

- **Packages:** Significant development progress, early access deployment to UK1 planned soon. Bechtel excited and eager to use on real projects prior to Jun 30th delivery. 1-1 demo's and discussions with Bechtel going well
- **Linking:** Development has started, very early stages still. The plan is resonating very well with current and potential customers
- **Mail Routing:** First phases of this program have been delivered (Contextual Mail and Groups) with the team moving to automated distribution. The plan is resonating very well with Aconex staff, current and potential customers
- **Mail Search Upgrade:** Completed. Improvements to filtering, layout and speed. Significant architectural improvements under the covers to give us a stable base for ongoing future enhancements
- **Document Contents Search:** Currently indexing contents for all active projects Almost 1 billion documents. Early users are very impressed by the depth and speed of the new feature
- **Mail User Interaction enhancements:** Refining many interactions on the Mail compose and read screens to make the page more easily navigable and clearer for users
- **Mail Approval enhancements:** Display of 'approved by' watermark when the composer is also the Mail approver - adding consistency to the watermarking. Also enhanced the approve/reject user flows
- **Supplier Documents to your own organisation:** Allowing large organisations to manage submittals internally as well as externally to 3rd party organisations
- **Supplier Document bulk actions:** Allowing Supplier Document initiators working with large submittals to easily apply comments and submission

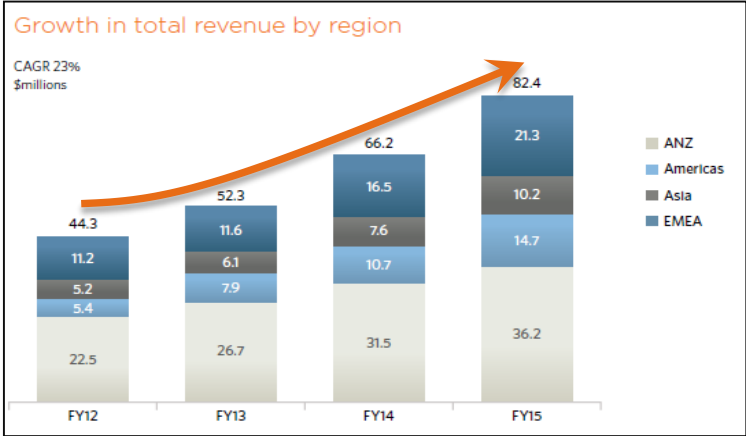
# Investing in product has multiple benefits

## Fantastic customer outcomes



leads to...

## Financial performance



## Increase investment in R&D

Logos of R&D partners: WORKSITE, incite, and the ILM group.

- 1. Babylon
- 2. Babylon B
- 3. Babylon C
- 4. Solid Gold Dancers
- 5. Security
- 6. Impulse
- 7. Catalyst
- 8. External apps
- 9. Optimus
- 10. BIM
- 11. O&M
- 12. Field A
- 13. Field B
- 14. Field C
- 15. Collaborative Cost
- 16. Accelerated Payments
- 17. LCPA
- 18. Reporting
- 19. BidContender
- 20. Lobby
- 21. Integrations
- 22. Easy Start
- 23. Support Central
- 24. Regression testing
- 25. Munich
- 26. Duisberg
- 27. Paris
- 28. Nottingham

Mail, Docs, Workflows, Tenders, Supplier Docs, De  
Forms / workflows / routing / structured collabora  
Packages & design changes  
Mail infrastructure rewrite  
Requirements for big enterprise clients  
Indexer improvements & FCS  
Scalability & Availability  
iPhone, iPad, Android, Outlook Connector, Revit Connector, etc  
Reducing friction. User experience improvements  
Connected BIM & enriching models, plus 3D hand  
Smart Manuals & handover  
Inspections / Defects / Safety  
Checklists & Quality  
Complex checklist forms  
Contracts, Budgets, Change Orders, Claims, Payme  
Streamline claims & payments. Provide accelerat  
Local Copy & Project Archives  
Leveraging data, benchmarking, analytics, Big Dat  
Network. Estimating, bidding & winning work  
Maintenance of Keystone > build out the Lobby (e  
Integrations, Partnerships, Developer ecosystem  
Make starting on Aconex easier. Introduce low &  
Support central content and translations  
Test, test & test  
Conject PM, CM, DR, AF  
Facilities Management  
MI / Field inspections  
Conject PC, FC

755  
Total staff

198  
R&D staff


26  
Dev streams

that produces  
more...

which means  
we can...

# Key trends

What do we see happening in the market?

- ① Technology disruptions – BIM, Field Processes, Security
  - ② Move towards Collaboration + Cost
  - ③ People are sick of complex, hard-to-use enterprise systems
  - ④ Move away from *file* management to *data* management
  - ⑤ Desire for better corporate memory
  - ⑥ Connect my systems for seamless data access
  - ⑦ Creation and handover of a “Digital Twin”
- 
- ⑧ Migration away from internal systems

# How we see the future of our platform...

Improve the lives of our users in Construction & Engineering

Collaboration  
between many  
companies

Complex information  
exchange between  
many organizations

Workflow & process  
driven

Facilitating key  
processes, including  
cost & payments  
with focus on user  
experience

Field  
focus

Optimise for  
field specific processes

Insights &  
early warnings

Help users understand  
where they can do  
better and what to  
focus on

“Digital Twin”

Connected data for  
better lifecycle  
management

Tools for *your* job

The audit trail for the industry

Industry-wide network



## Four main focus areas to dig into:

### Connected Cost

Budgets, contracts,  
claims & payments

### Insights & Reporting

### Field & Mobile

### BIM & Connected Data

# Connected Cost – now live

A significant program of works

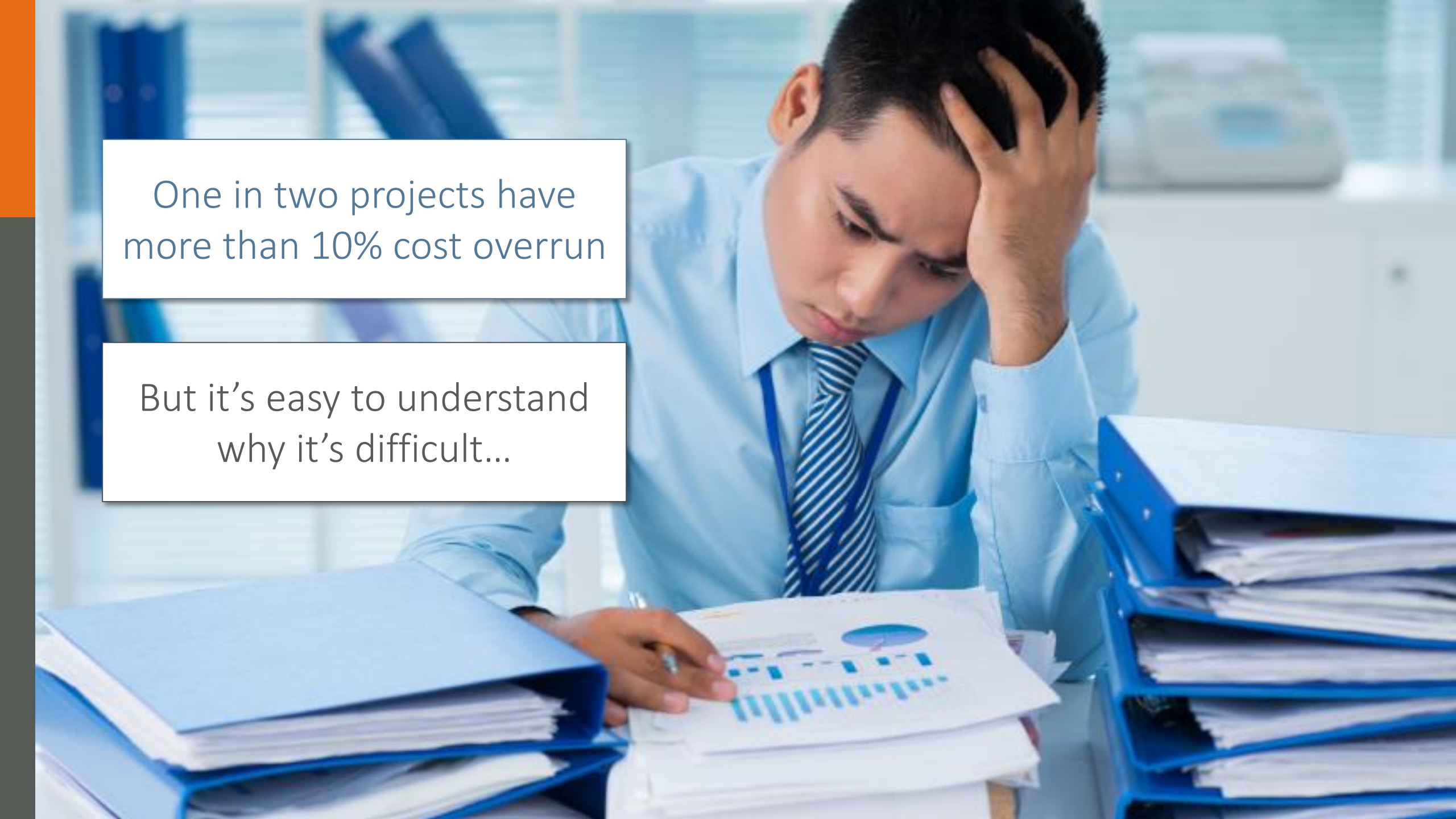
- Now
  - Live on our US and Australian instances
  - Four live preview projects
- Coming
  - Launch in Q4
  - Contract management, claims & payments development underway

The screenshot shows the Aconex web interface for a project named 'Flow Capacity Upgr.' managed by 'Mr Patrick O'Leary'. The 'Variance Analysis' report is displayed for the 'Current Reporting Period: 10/31/2015'. The report is filtered by 'Control Account' and shows performance metrics for various work items. The 'Flow Capacity Upgrade - WS-0001' is selected, showing a total approved budget of \$33,354,525.54. The report includes columns for 'Performance Metrics', 'Period', 'To Date', and 'At Completion'. The 'Cost Approved Analysis' section shows a cost variance of -\$620,959.15 and a schedule variance of -\$3,245,012.52. The 'Performance Metrics' section shows a cost performance index of 0.64 and a schedule performance index of 0.26. The 'To Complete Performance Index' is 1.01.

Filter by Control Account	Performance Metrics	Period	To Date	At Completion
Flow Capacity Upgrade - WS-0001	Approved Budget	\$4,356,392.37	\$17,337,396.62	\$33,354,525.54
Engineering Support - 1000	Earned Value	\$1,111,379.85	\$3,282,354.29	\$33,354,525.54
Procurement - 2000	Actuals	\$1,732,339.00	\$3,634,901.26	\$33,354,525.54
Construction - 3000	Cost Variance	-\$620,959.15	-\$352,546.97	\$0.00
Office Building - 3100	Cost Variance Percent	-55.87%	-10.74%	0.00%
Pump House - 3200	Schedule Variance	-\$3,245,012.52	-\$14,055,042.33	\$0.00
Process Facility - 3300	Schedule Variance Percent	-74.49%	-81.07%	0.00%
Site - 3400	Variance at Completion			\$0.00
General Requirements - 3500	Variance at Completion Percent			0.00%
	Cost Performance Index	0.64	0.90	1.00
	Schedule Performance Index	0.26	0.19	1.00
	To Complete Performance Index			1.01

The screenshot shows the Aconex web interface for a project named 'Flow Capacity Upgr.' managed by 'Mr Patrick O'Leary'. The 'Cost Worksheet' is displayed for the 'Current Reporting Period: 10/31/2015'. The worksheet is filtered by 'Control Account' and shows a list of work items with their respective costs. The 'Flow Capacity Upgrade - WS-0001' is selected, showing a total approved budget of \$33,354,525.54. The worksheet includes columns for 'Code', 'Name', 'Approved Budget', and 'Original'. The 'Cost Management' sidebar is visible on the left, showing a tree view of the project structure. The 'Cost Worksheet' table lists various work items, including 'Engineering Support', 'Procurement', 'Construction', 'Office Building', 'Pump House', 'Process Facility', 'Site', 'Concrete Slabs/Walls/Columns', 'Building Structure', 'Building Mechanical', 'Building Architectural', 'Building Fire Protection', 'Construction Management', 'Pump House', 'Excavation and Backfill', 'A/G Piping', 'Valves', 'Fittings and Other Materials', 'Rotating Equipment', 'Construction Management', 'Process Facility', and 'Site'.

Filter by Control Account	Code	Name	Approved Budget...	Original
Flow Capacity Upgrade - WS-0001	WS-0001	Flow Capacity Upgrade	\$33,354,525.54	
Engineering Support - 1000	1000	Engineering Support	\$1,225,950.00	
Procurement - 2000	2000	Procurement	\$10,481,510.98	
Construction - 3000	3000	Construction	\$21,647,064.56	
Office Building - 3100	3100	Office Building	\$1,833,964.27	
Pump House - 3200	3200	Pump House	\$145,800.00	
Process Facility - 3300	3300	Process Facility	\$613,750.00	
Site - 3400	3400	Site	\$216,400.00	
Concrete Slabs/Walls/Columns - 3100-D1-SM	3100-D1-SM	Concrete Slabs/Walls/Columns	\$77,828.16	
Building Structure - 3100-D1-SM	3100-D1-SM	Building Structure	\$213,466.00	
Building Architectural - 3100-D1-SM	3100-D1-SM	Building Architectural	\$34,542.06	
Building Mechanical - 3100-D1-SM	3100-D1-SM	Building Mechanical	\$213,466.00	
Building Fire Protection - 3100-D1-SM	3100-D1-SM	Building Fire Protection	\$213,466.00	
Construction Management - 3100-D1-SM	3100-D1-SM	Construction Management	\$213,466.00	
Pump House - 3200	3200	Pump House	\$145,800.00	
Excavation and Backfill - 3200-D1-SM	3200-D1-SM	Excavation and Backfill	\$1,051,871.37	
A/G Piping - 3200-L1-SM	3200-L1-SM	A/G Piping	\$1,481,443.12	
Valves - 3200-L2-SM	3200-L2-SM	Valves	\$957,936.80	
Fittings and Other Materials - 3200-L2-SM	3200-L2-SM	Fittings and Other Materials	\$764,265.03	
Rotating Equipment - 3200-M2-SM	3200-M2-SM	Rotating Equipment	\$470,398.58	
Construction Management - 3200-M2-SM	3200-M2-SM	Construction Management	\$470,398.58	
Process Facility - 3300	3300	Process Facility	\$613,750.00	
Site - 3400	3400	Site	\$216,400.00	

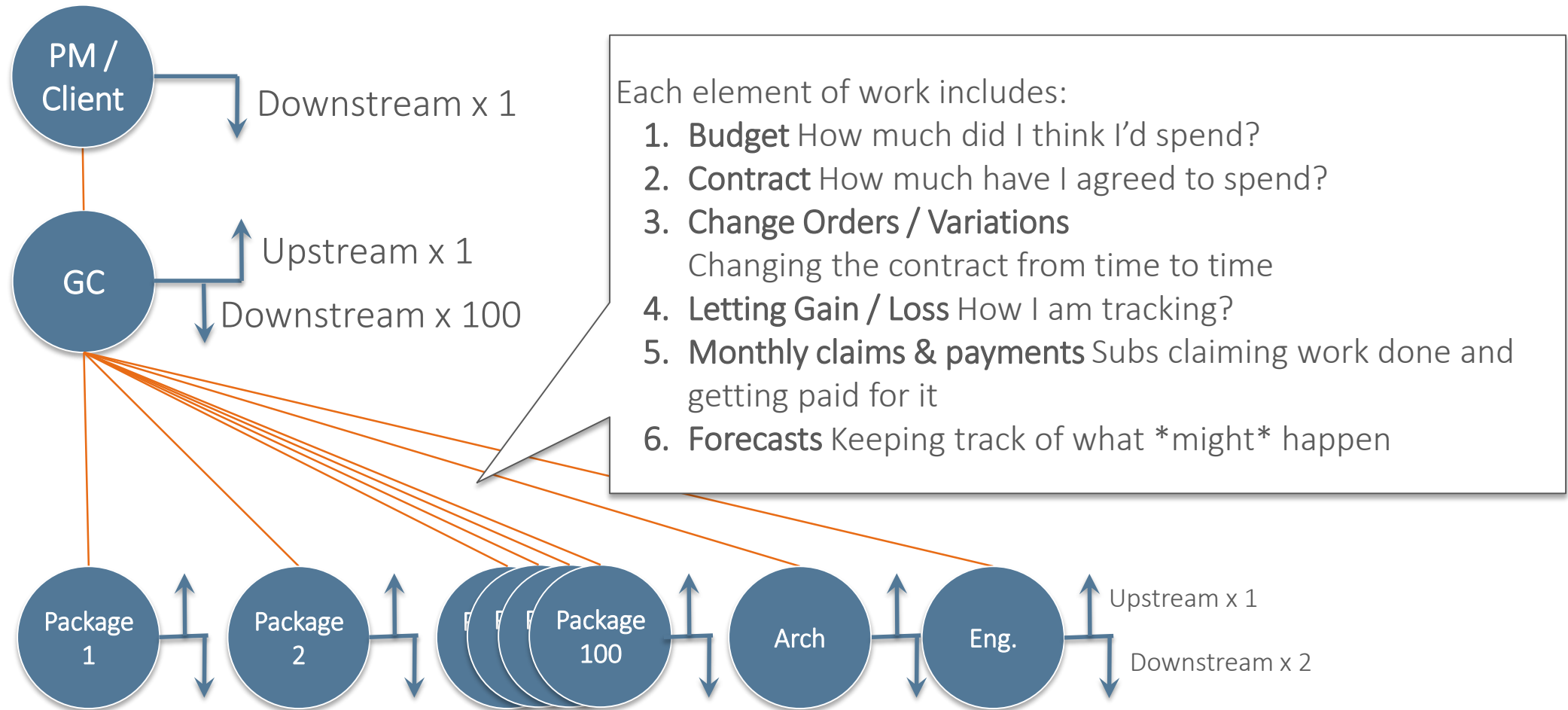


One in two projects have  
more than 10% cost overrun

But it's easy to understand  
why it's difficult...



## The GC/PM has to manage many subcontracts...



# How I am tracking? Will I make a profit?

Packages What elements of work do I have to do?			Budget How much did I think I would spend?		Contract How much have I agreed to spend?		Letting Gain / Loss How am I tracking compared to the plan?					
Item	Work Package	Status	Budget	Contract	Approved Changes	Adjusted Contract	Letting Gain / Loss	Claimed to Date	Paid to Date	Cost to Complete	Unapproved Changes & Forecasts	Forecast Cost to Complete
001-1	Excavation	Let - ABC Excavations	1,500,000	1,600,000	0	1,600,000	-100,000	245,000	245,000	1,355,000	250,000	1,605,000
001-2	Piling	Let - Pilingco	2,300,000	2,150,000	100,000	2,250,000	50,000	130,000	0	2,250,000	0	2,250,000
001-3	Formwork	Out to tender	1,865,000		0	0				0	1,865,000	1,865,000
001-4	Concrete	Out to tender	877,000		0	0				0	877,000	877,000
002-1	Electrical	-	2,145,000		0	0				0	2,145,000	2,145,000
002-3	Mechanical	-	3,400,000		0	0				0	3,400,000	3,400,000
003-1	Contingency	-	2,000,000		0	0				0	2,000,000	2,000,000
			14,087,000	3,750,000	100,000	3,850,000	-50,000	375,000	245,000	3,605,000	10,537,000	14,142,000
											Upstream Contract	14,087,000
											Variance	-55,000

**Change Orders / Variations**  
Changing the contract from time to time

**Claims & payments**  
Monthly claim for work done and getting paid for it

**Forecasts**  
Keeping track of what \*might\* happen

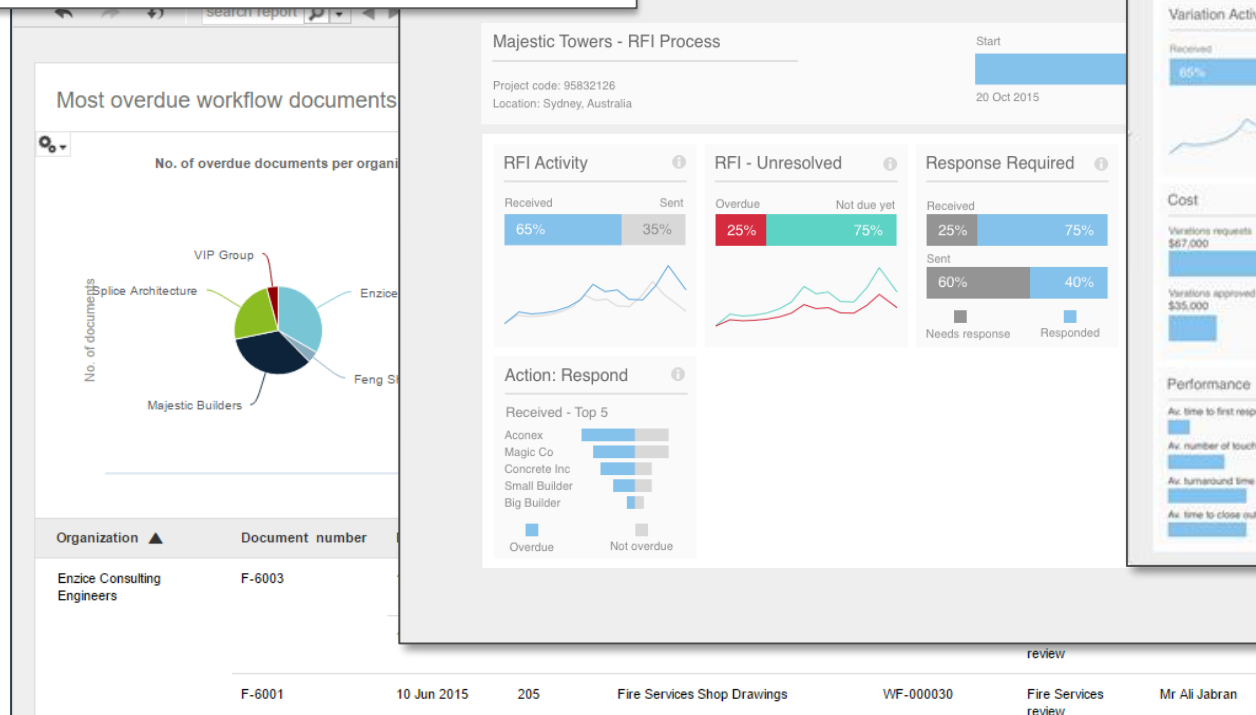
# Reporting → insights

Move from data reports to cross-project insights and analytics

Current...

“What is my past performance?”

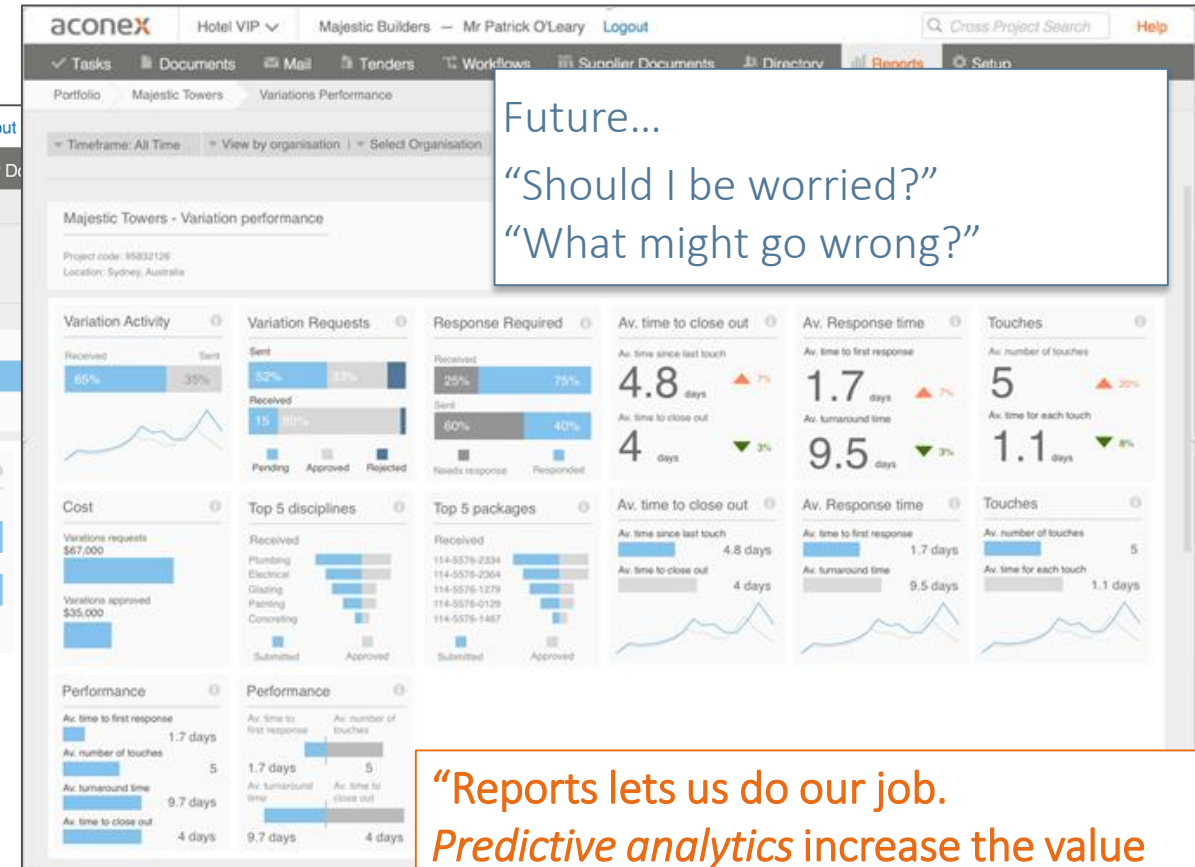
“What has happened?”



Future...

“Should I be worried?”

“What might go wrong?”



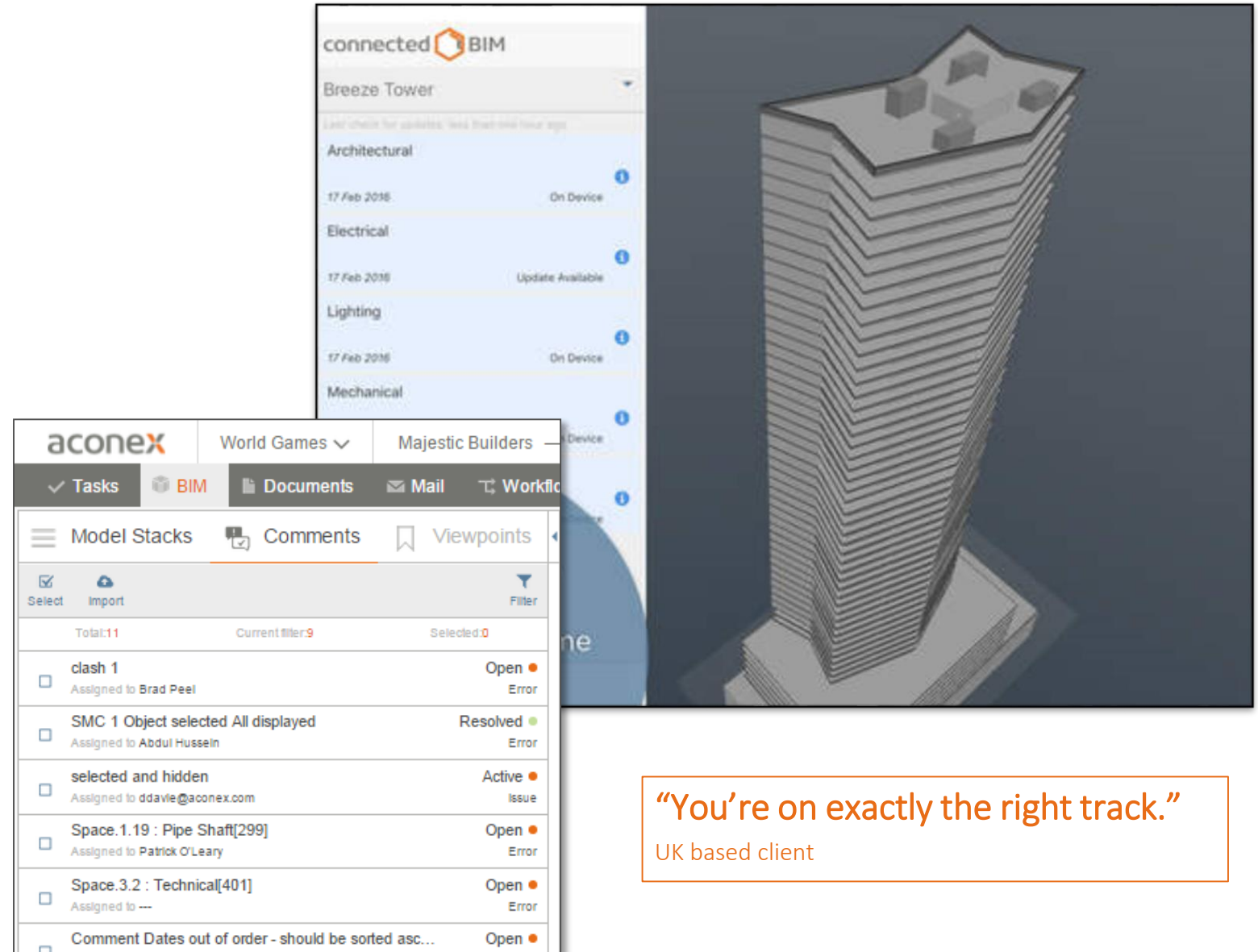
“Reports lets us do our job.  
*Predictive analytics* increase the value  
[of reports] by an order of magnitude”  
Data Scientist, Bechtel



# Connected BIM

## Development status

- Complete
  - Asset linking for handover
  - RFIs linked to model
  - Managing clashes
  - Viewpoints & sectioning
  - Better access control
  - BIM Mobile on iOS & Android
- Underway / next up
  - PAS1192
    - Model statuses
    - COBie export
    - Mobile document linking
    - Viewer enhancements
  - Intelligent asset tagging



# Field & Checklists

## Development status

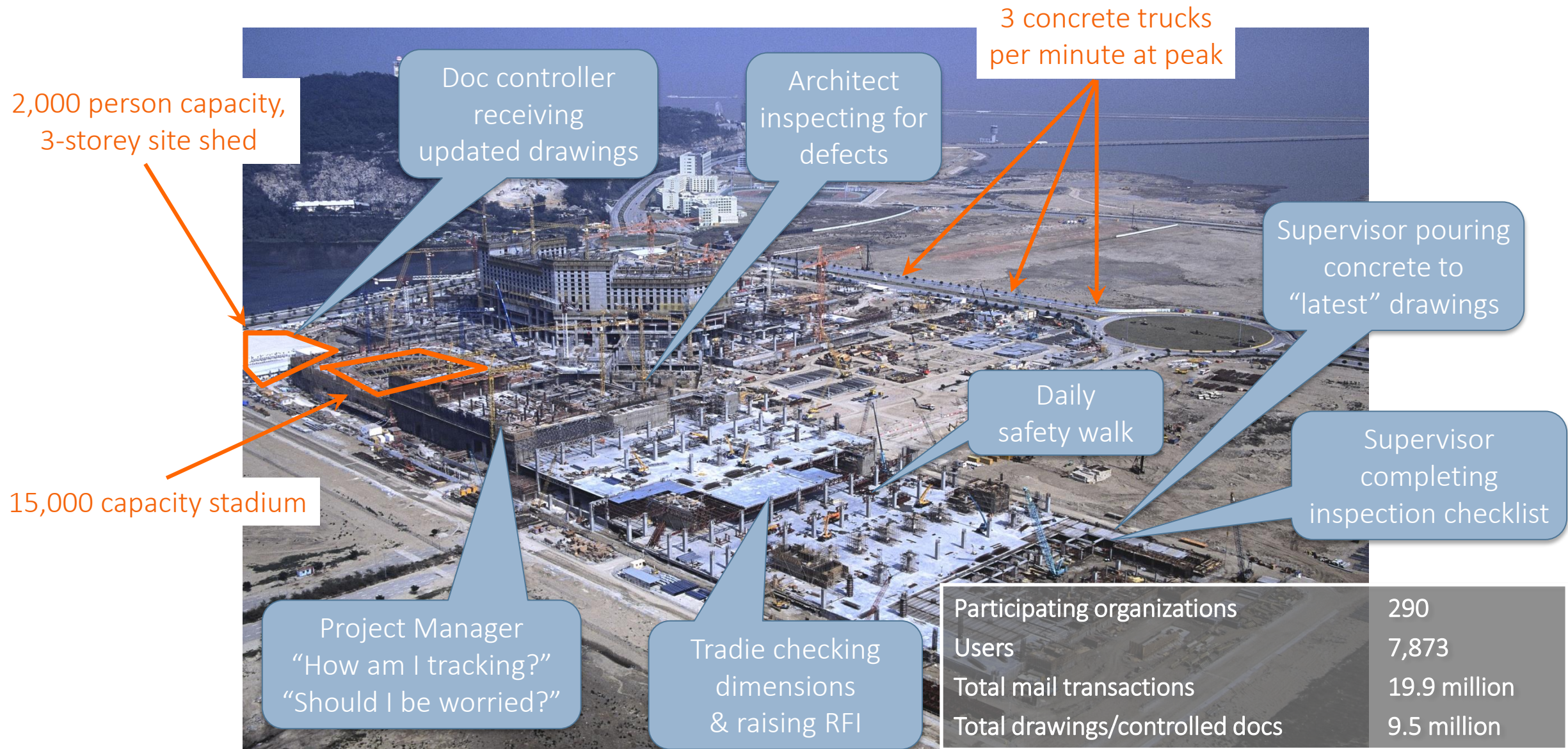
- Completed recently
  - Multiple photos for defects
  - Custom issue fields
  - SSO/2SV security options
  - Field APIs for integrations
- Underway / next up
  - Complex forms
  - Better offline experience
  - Checklist categories
  - Pin the plan

The image shows two tablets displaying the ITP-P75 software interface. The top tablet displays the 'Bathroom Waterproofing' checklist, which is 26% complete. The checklist includes a description: 'Internal areas that need to be waterproofed including bathrooms, shower recesses, laundries and toilets.' Below the checklist, there is a table with columns for 'Yes', 'No', and 'N/A', each with a corresponding icon (camera, speech bubble, and warning triangle). The bottom tablet displays the 'Drill Inspection' form, which includes a 'Top View' and 'Side View' diagram, a 'Sketch of Surface Completion', and a list of 11 inspection items with checkboxes and input fields. The items are: 1. Cap and Lock? (Yes/No), 2. Protective cover: (a. Inside Diameter, b. Length, c. Material, d. Weep hole location/size, e. Add protection? (Yes/No)), 3. Pad type/dimensions, 4. Surface Seal: (Concrete/Other), 5. Material between well casing and protective cover, 6. Annular seal: (Granular bentonite, Bentonite slurry, Bentonite-cement, Other), 7. Bentonite seal: (Granular bentonite, Bentonite pellets, Bentonite chips, Other), 8. Fine sand: Manufacturer, name, & size, Volume added, 9. Filter pack: Manufacturer, Volume added, 10. Well casing: Type, Manufacturer, Outside diameter, Inside diameter, 11. Screen material: Type, Manufacturer, Slot size.

“Field is becoming the standard across all of our projects.”  
Ivan Marinovic, Business Systems Manager  
Hacer Group



# The Venetian Hotel & Resort, Macao

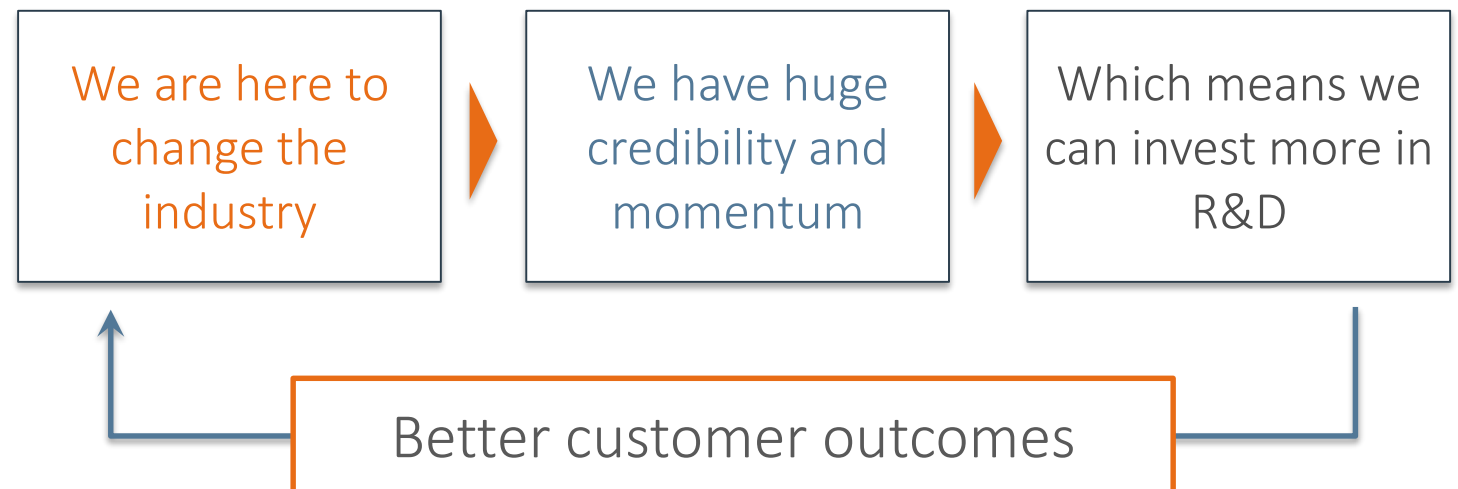




## In conclusion...

We deliver multiple sources of customer value

- Timely access to rich, complete and accurate data
- More timely and informed decision-making
- Greater insight into potential problems
- Improved safety
- Lower risk
- Increased project confidence



# Questions



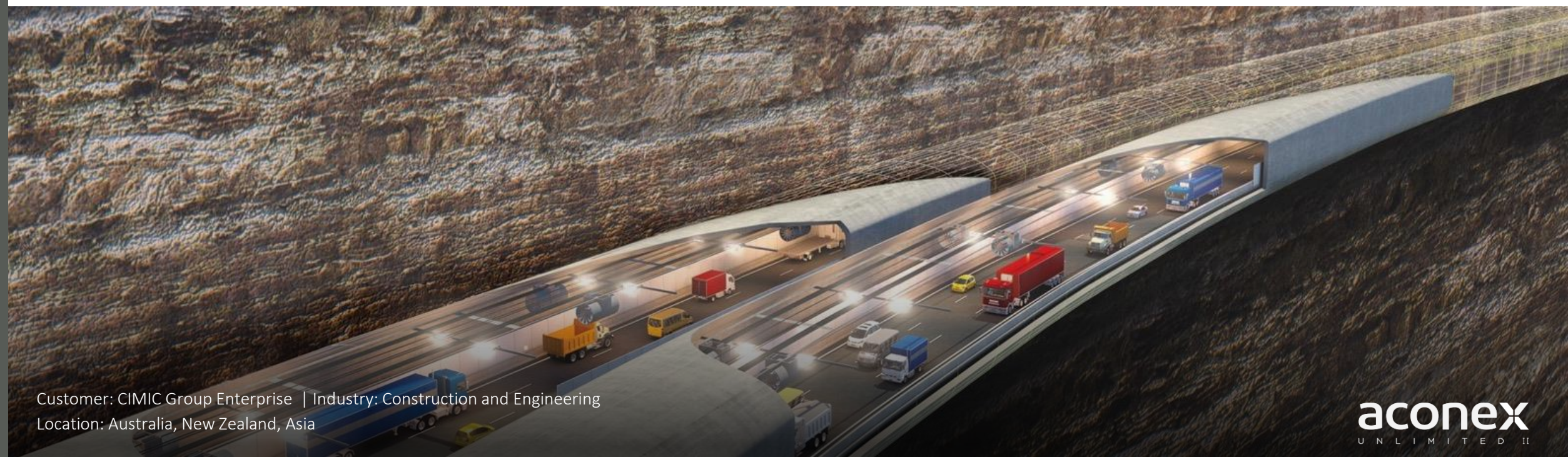
Project name: John Holland Enterprise | Industry: Residential & Commercial  
Location: Australia, New Zealand and Southeast Asia





## Regional Markets

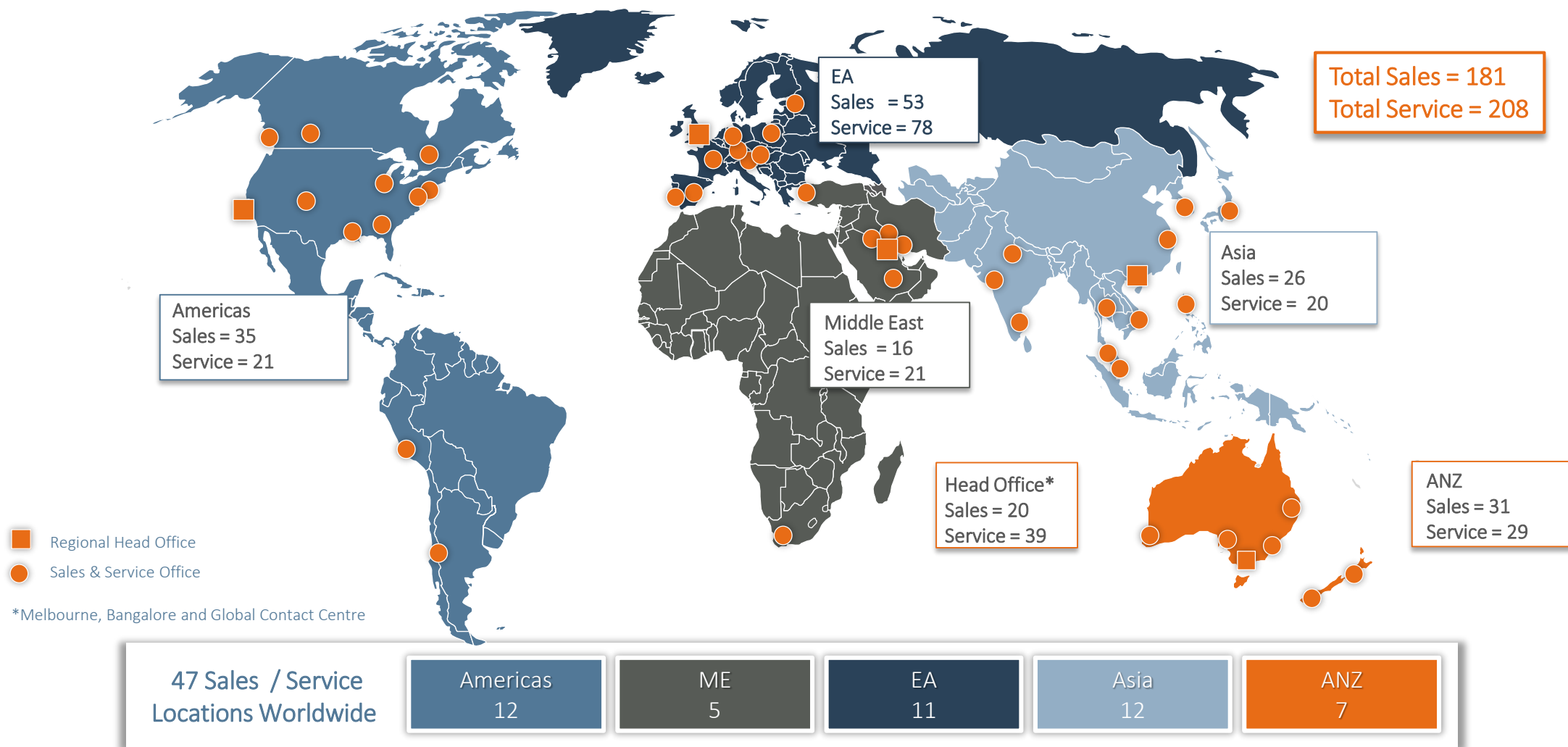
Paul Perrett  
Chief Operating Officer



Customer: CIMIC Group Enterprise | Industry: Construction and Engineering  
Location: Australia, New Zealand, Asia



# Four regionally focused businesses, supported by global sales and service delivery infrastructure



# Structured and consistent approach to global sales organisation and processes

## Key strategic initiatives

### Key Account Program

*Effective targeting of large enterprise customers*

### Solutions DNA

*Enablement initiative to more effectively align with customer problem / solution requirements*

#### Demand generation

Structured and analytical approach to demand generation, aligned to regional strategies

#### Opportunity management

Structured opportunity management process in Salesforce.com

#### Order management

Integrated and advanced opportunity to order management process

#### Account management

Well developed account management practices

#### In-depth reporting

Sophisticated reporting and in-depth data analysis across all functions

#### Insight generation

Significant focus on generating and leading with customer insights

# Aconex service delivery – a highly scalable function, which continues to be a key competitive differentiator

## Global scale and reach

### Users

1.3m total users  
4.4m project users  
200k new users

### Staff

208 staff across 47 offices

### Project activity

841m docs registered  
1.2b mails

### Help & Support (1 year)

4,262 projects impl.  
106k support cases  
1.1m unique page views

### Scalability & consistency initiatives

- Continued investment in Online Help – e.g. ‘in-app support’
- Centralised provisioning
- Templating implementations
- Expanding 24x7 follow the sun Global Helpdesk offering

### Capability development

- Solutions DNA initiative
- Team structure and career path (additional roles)
- Competencies and role matrix
- Product specialists
- Leveraging Conject cost capability

### Key account strategy

- Dedicated engagement managers
- Drives account uplift and repeat business
- Global approach and methodology



# Regional themes

Focus on building  
and leveraging  
growing global  
network

Focus on complex,  
high value projects  
(i.e. infrastructure)

Continued drive  
towards securing  
enterprise  
agreements

Rigorous approach  
to market  
segmentation, with  
highly targeted GTM  
strategies

Ongoing leverage of  
centralised assets  
and alignment in  
global processes

Regional strategies  
supported by  
integrated approach  
to marketing, sales  
and customer  
service



## Americas Business Overview

Chris Dobbyn  
SVP, Americas



Project name: Burns & McDonnell Engineering Company  
Industry: Construction, Infrastructure, Energy & Resources | Location: North America

# Large, relatively underpenetrated market ready for transformation

- 1 Strategic overview Large underpenetrated market opportunity
- 2 Results Strong growth with significant customer wins
- 3 Industry trends Signs of change and openness to collaboration opportunity
- 4 Case Study Burns & McDonnell
- 5 Initiatives Focus on accelerating momentum in heavy engineering and expanding in building sector



# Focused on securing relationships with influential customers



## Strategic overview

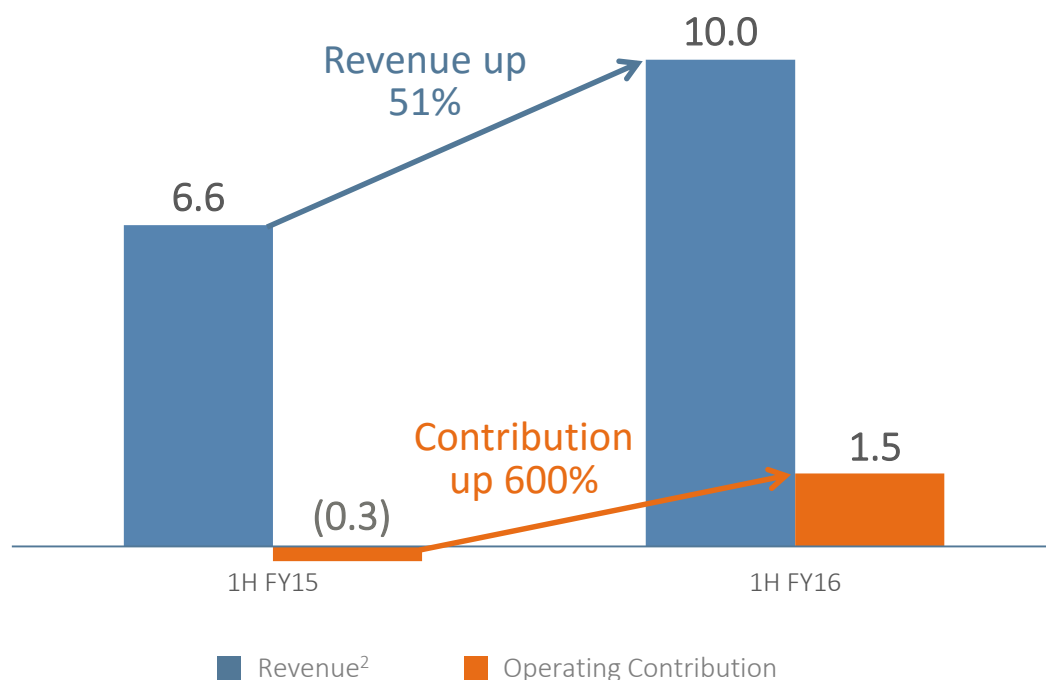
- Secure and drive network adoption through Americas-based global market leaders
- Accelerate existing momentum in tier 1 heavy engineering sectors
- Expand into tier 1 vertical building sectors

Market size = construction output per annum – Global Construction 2030

# Significant customer wins driving momentum

## Half on Half Financial Performance<sup>1</sup>

A\$ millions



### Key FY16 enterprise wins

EPC / PM



FLUOR

Owner



### Key FY16 program wins

EPC / PM

- **Austin Industries:** SFO Airport (US)
- **Dragados:** California High Speed Rail (US)
- **Parsons:** Orange County TA – I405 (US)
- **CH2M:** Water treatment plant (US)

Owner

- **Houston Airport System** (US)
- **Caltrain:** Electrification modernization (US)
- **Vale:** Voisey's Bay nickel mine (CAD)
- **Tesla Motors:** Battery factory (US)

<sup>1</sup> All financial information is based on core operations

<sup>2</sup> Constant currency revenue growth rate: 31%

# Industry transformation is underway, which creates opportunities

## Market (end user)

- Competition (contractors)
- Consolidation
- Shifting business models
- Generational change

## Projects

- Increasing portfolio size and diversity
- Increasing project scale and duration
- Alternative delivery models (P3 and design-build)

## Technology

- 2D -> BIM
- Documents -> data
- SaaS and mobility
- Security requirements
- Platform v point solution



# Case study – Burns & McDonnell enterprise agreement

## Background

- #1 design firm in the power sector
- Highly profitable with revenue > US\$1b per annum
- Multi-disciplinary firm with 11 business units: engineering consultancy, project and construction manager

## Aconex Engagement Profile

- Nine months from first discussion through RFI and pilot to 3-year enterprise deal

## Current Status

- Nearing completion of rollout
- Already >50 projects and 1,300 users on the platform
- Significant opportunities from network effect
  - Five programs, >\$1b each with leading owner / operators across utilities, O&G and chemicals
  - Programs expose Aconex to T1 owners and contractors
- Great partner providing proactive referenceability



# Two key focus sectors with defined strategies and targets

## Sector and Strategy

## Targets

## Key Regional Initiatives

### Heavy Engineering

Build on significant success with owners (private and government), project managers and EPCs

### Global leaders

- Owners (Exxon)
- PMs (AECOM)
- EPCs (Fluor)

### Large national / regional


- Owners – agencies and utilities, e.g. DOTs
- EPCs / contractors

### Building

Leverage opportunities in US\$135b<sup>1</sup> market

### Commercial, health and education

- Owners (developers)
- General contractors

- 
- Expand sales coverage
  - Drive network expansion through recent enterprise wins
  - Enhance platform positioning through new product rollout
  - Expand brand awareness and demand generation

<sup>1</sup> Construction output per annum - Global Construction 2030

# Key initiatives to support growth opportunities

## Drive demand with sales coverage and brand awareness

- Increase geographic spread
- Deepen key account focus
- Expand pre-sales consulting
- Increase investment in marketing

## Expand network through enterprise wins

- Significant recent wins
- Bechtel
  - Fluor
  - Burns & McDonnell
- 
- Leverage network effect to sell in to new accounts
  - Support existing enterprise customers and their project partners

## Enhance platform positioning through new product rollout

- Deep process solutions  
(Key for heavy engineering)
- Connected Cost  
(Key for building sector)
- Reporting / insights
- Security – FedRAMP  
(government)



# Large, relatively underpenetrated market ready for transformation

- 1 Strategic overview** Large underpenetrated market opportunity
- 2 Results** Positive progress with significant customer wins
- 3 Industry trends** Signs of change and openness to collaboration opportunity
- 4 Initiatives** Focused on accelerating momentum in heavy engineering and expanding in building sector

# Questions

Project name: Colorado Department of Transportation (CDOT) | Industry: Road & Rail  
Project size: US\$500 million | Location: Colorado, USA

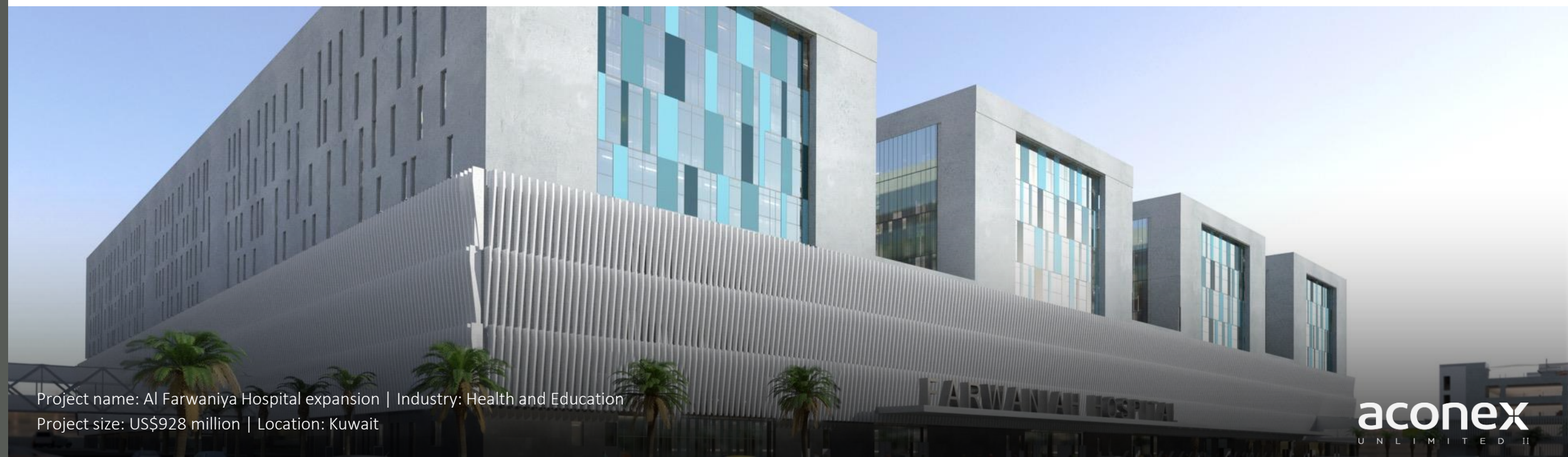




## EMEA and Conject Integration

Henry Jones  
SVP, EMEA, Global Accounts

Cesar Flores  
COO, EMEA



Project name: Al Farwaniya Hospital expansion | Industry: Health and Education  
Project size: US\$928 million | Location: Kuwait

**aconex**  
UNLIMITED

# Significant transformation underway following Conject acquisition

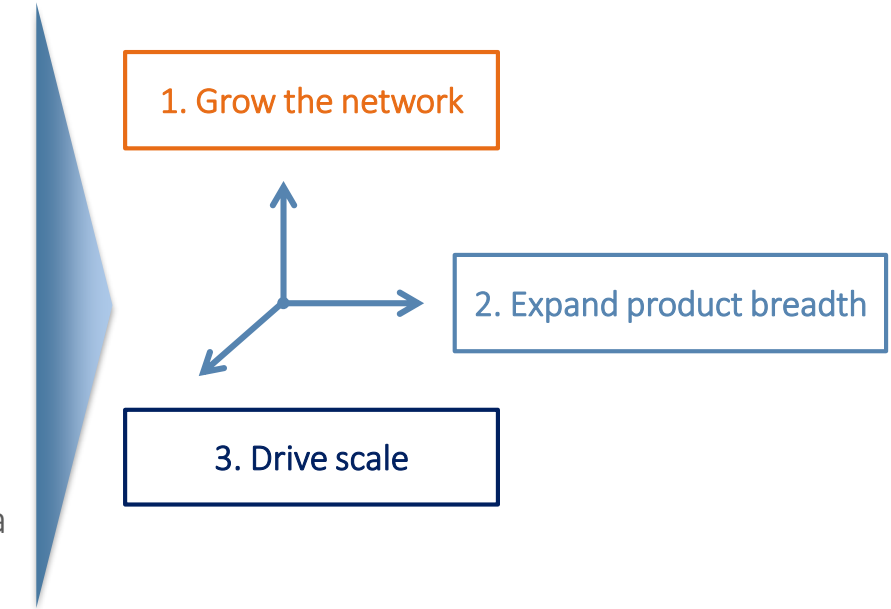
- 1 Conject integration Deliver on acquisition objectives
- 2 European markets Continue to execute targeted regional strategies
- 3 Middle East markets Maintain dominant position



# Conject reinforces Aconex strategic focus and core strengths

- 1 Consolidate Aconex global leadership**
  - Extend market leadership in Europe<sup>1</sup>
  - Strengthen customer base in Germany, UK, France
  - Strengthen top 500 owner and contractor network
  - Expand global user network
- 2 Enhance our product and sales capabilities**
  - Add experienced local leadership and sales team with deep industry experience in cost control sales and delivery
  - Extend product depth and IP
  - Leverage BIM penetration in UK and other EU markets
- 3 Add significant scale and operating leverage**
  - Consolidate leadership position in Middle East and Asia
  - Leverage product and operational synergies across broader market footprint, increasing margin
  - Broaden product growth through upsell opportunities – e.g. BIM and Field

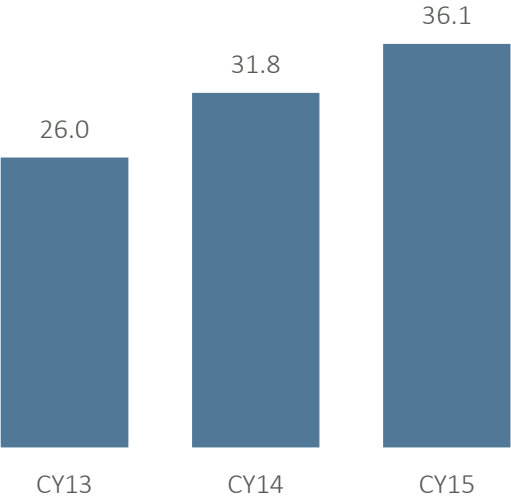
## Aconex growth strategy



<sup>1</sup> In the construction collaboration sector, by revenue

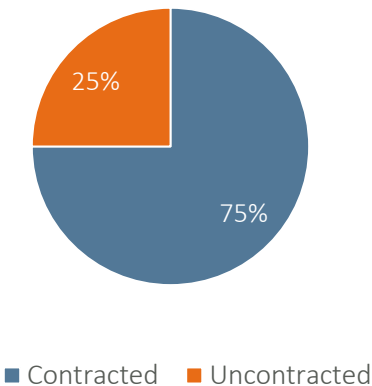
# Conject adds significant revenue and aligns with the Aconex model

Historical Conject revenue<sup>1</sup>  
A\$ millions

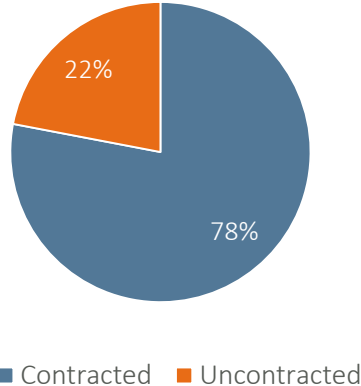


High forward revenue visibility

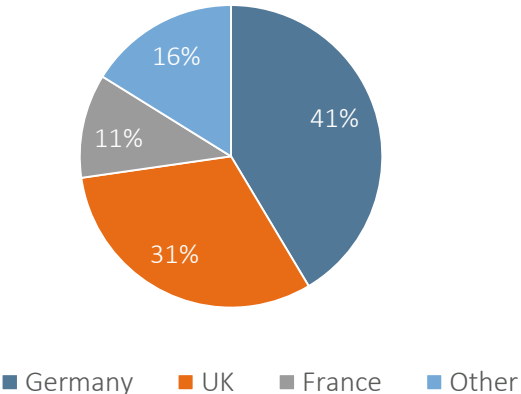
Conject CY16F revenue  
contracted at 31 Dec 2015



Aconex CY16F revenue  
contracted at 31 Dec 2015



Conject CY16F revenue by geography



<sup>1</sup> Converted from EUR to AUD at exchange rate of 0.677.

# Conject integration tracking well and all very positive so far

## Customers A positive response

- Provision of ongoing support for existing Conject customers and projects
- Alignment of platform functionality tracking well
- Active engagement and interaction with key customers
- Positive response to additional resources, scale and services that combined businesses provide

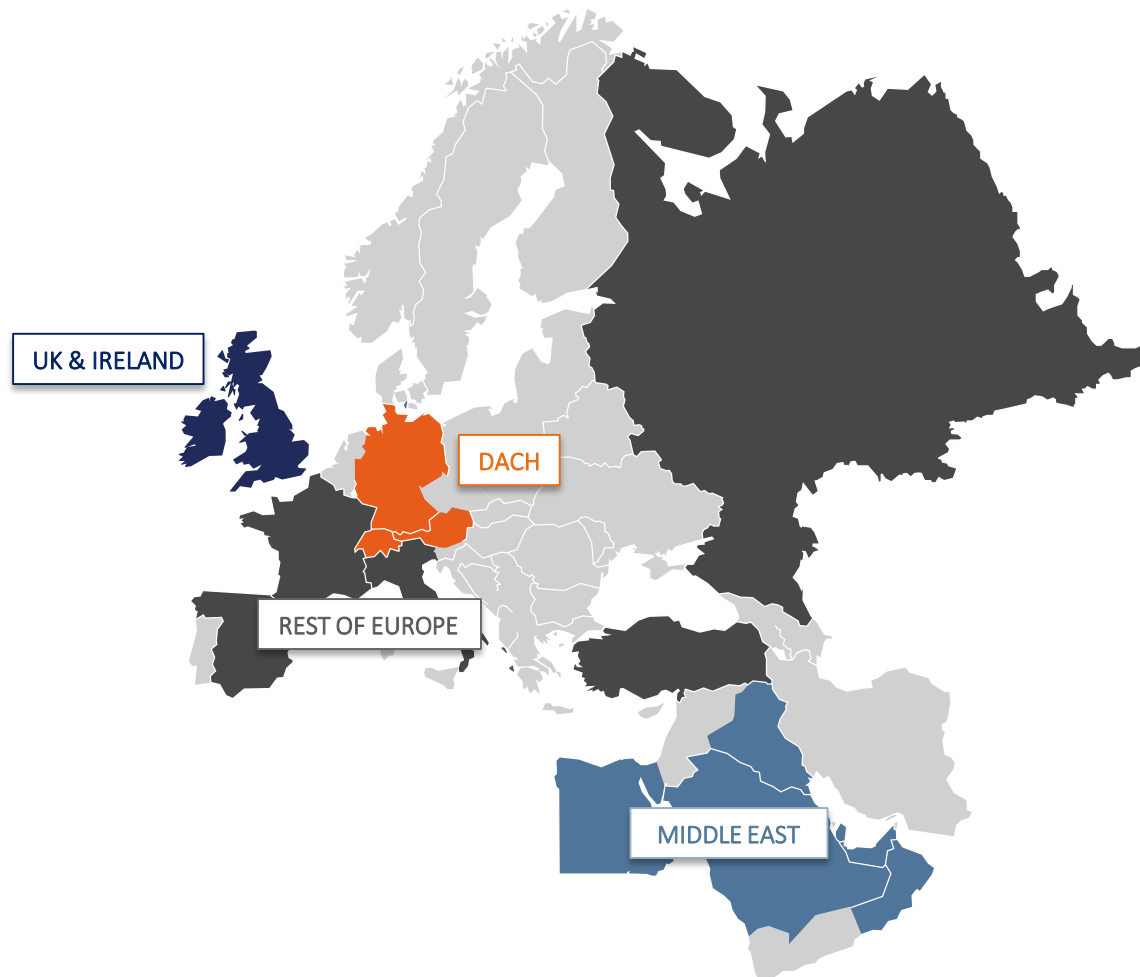
## Employees “Hearts and minds”

- Significant focus on “hearts and minds” e.g. town halls, retention plans, communication and transparency
- Key staff engaged and excited about the future
- New “combined” leadership structure rolled out and working well
- Sales leadership team “inducted” in Melbourne
- Leveraging Conject Expertise – e.g. Cost

## Operations Well resourced plan

- 14 streams including IT infrastructure, HR, sales operations, communication, product, etc
- UK has moved ahead of schedule to Salesforce.com
- Finance team working on reporting and finalizing FY17 budgets

# Aconex is now the market leader in Europe



- Second largest construction market after Asia<sup>1</sup>
- Home to four of the world's 10 largest construction markets in 2014, respectively<sup>1</sup>
- European contractors account for 50% of revenues of top 250 global contractors<sup>2</sup>
- Market leader in Germany and UK – large, developed, early-adopting, influential markets
- Solid foundations in France and Russia – emerging construction collaboration markets with good potential
- Other markets are providing growth opportunities – Spain, Italy and Turkey

<sup>1</sup>Global Construction Perspectives and Oxford Economics, Global Construction 2030, November 2015 – 5. Germany, 7. UK, 8. France, and 10. Russia

<sup>2</sup>ENR 2014 Top Global Contractors Report



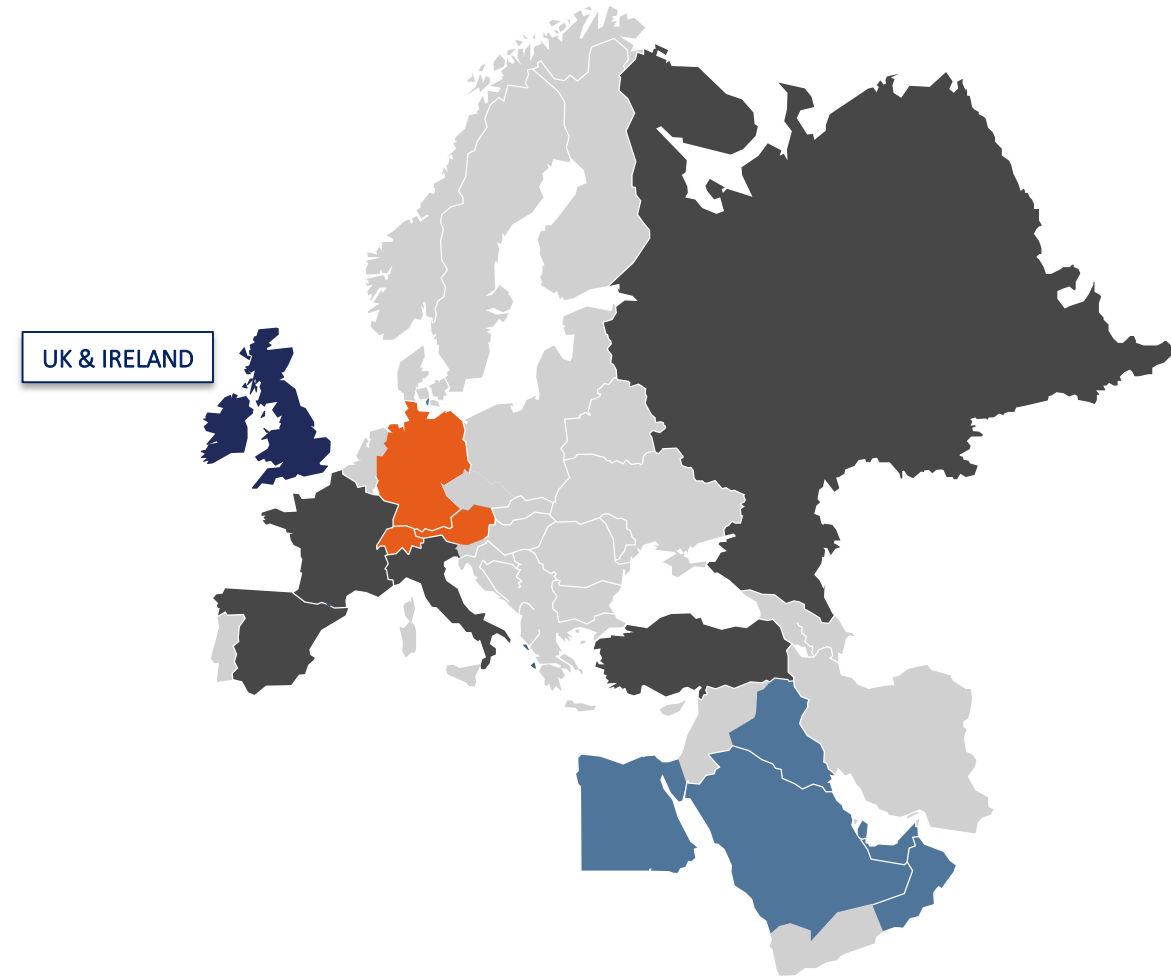
# UK and Ireland – continuing to build on our dominant position

## Market environment

- Mature collaboration market
- Leading the way in BIM globally
- UK construction growth stronger than the rest of Europe
- Recent uncertainty around the UK membership in EU is delaying investment
- Significant infrastructure investment required and planned in UK – e.g. HS2

## Key Focus Areas

- Engage with key accounts: Mace, Lendlease
- Leverage scale and market presence to increase market share
- Apply learnings from Aconex ANZ
- Roll-out Connected Cost



# Germany, Austria, Switzerland (DACH) – a very large advanced market

## Market environment

- Central European construction growth is mixed – Germany is leading the way with 1.5% YoY forecast until 2020<sup>1</sup>
- Significant infrastructure investment required in Germany (€265b to 2030<sup>1</sup>) – Opportunity to drive growth
- Strong presence in retail and finance sectors

## Focus areas

- Continue to grow presence in public and residential sectors
- Target infrastructure sector
- Deepen relationships with Big Focus 500 industry and construction companies
- Increase “hunter” sales capacity and capabilities



<sup>1</sup> “Bauwirtschaft im Wandel - Trends und Potenziale bis 2020“, Roland Berger & HVB

# Rest of Europe is underpenetrated and has great potential

## Market environment – France

- Low penetration of collaboration software
- Slow economic growth
- Real estate market contracted 15% in past two years but large new projects launched in 2016<sup>1</sup>
- Home to large international construction companies (e.g. Vinci and Bouygues)

## Market environment – Russia

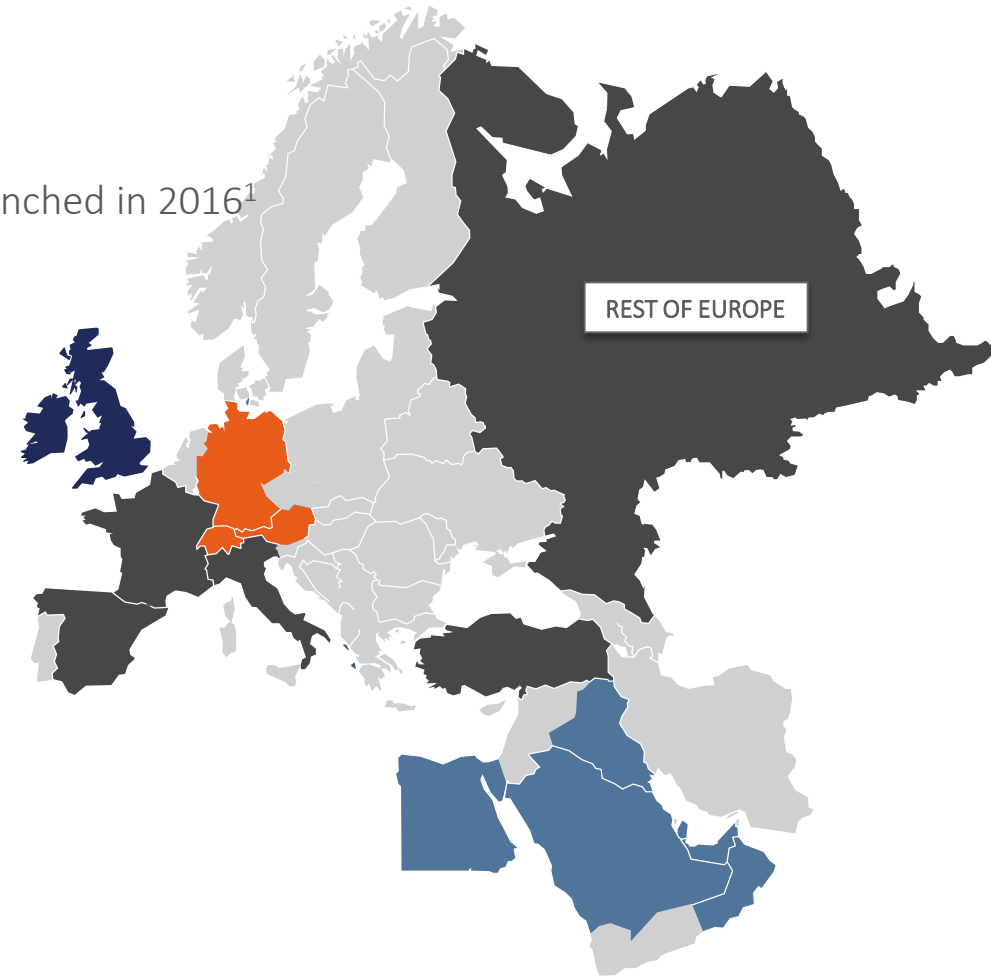
- Difficult political and economic environment
- Huge potential for infrastructure projects, dependent on economic recovery

## Market environment – Other European markets (Spain, Italy and Turkey)

- Home to large international construction companies (e.g. Dragados, Salini Impregilo, Astaldi, Limak, TAV, etc.)

## Focus areas

- Large construction companies in France
- Leverage existing Field customers
- Maintain presence and collaboration leadership in Russia
- Target large international construction companies in Italy, Spain and Turkey



<sup>1</sup> Conject customer research, 2016

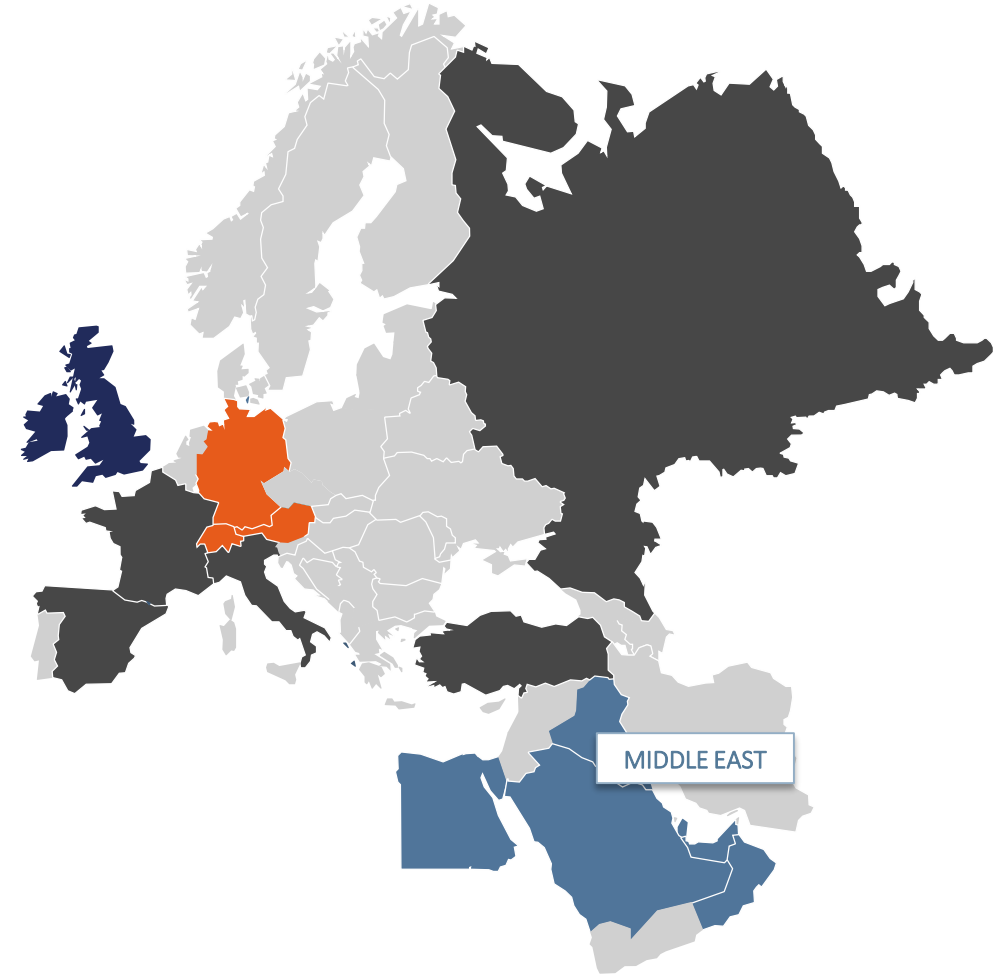
# Sustained growth opportunities in the Middle East

## Market environment

- Lower oil price and stability concerns tempering project spending
  - Some big projects have been postponed (e.g. Oman Rail)
- Investment as a result of Qatar World Cup and Dubai Expo 2020
- Investment in social projects, transport and infrastructure as population grows
- Diversification from oil
- Activity growing in Egypt

## Focus areas

- Key markets of UAE, KSA and Qatar
- Ongoing integration of the Conject team
- Continued increase % of enterprise deals
- Key agencies, e.g. MPW, Qatar Rail
- Key developers, e.g. Aldar, Meraas
- Key contractors, e.g. SBG, Samsung, Hyundai





# Case study – Qatar Rail Program

## Background

- U\$36b rail program, one of the largest infrastructure developments in the Middle East
- Project team of design, engineering and construction firms across multiple countries
- Large, complex project with public visibility
- Challenging schedule with firm deadlines

## Aconex engagement profile

- Online collaboration platform configured in consultation with the program team
- Process control and structured communications in a multi-company environment
- Automated workflow engine to track review and approval processes
- Single source of current status, with an audit trail of all decisions and actions

## Current status

- Fast implementation
- High reliability
- One standard channel for program-wide communications
- Document control within a comprehensive project information management platform



# Significant transformation underway following Conject acquisition

- 1 Conject integration Deliver on acquisition objectives
- 2 European markets Continue to execute targeted regional strategies
- 3 Middle East markets Maintain dominant position



# Questions



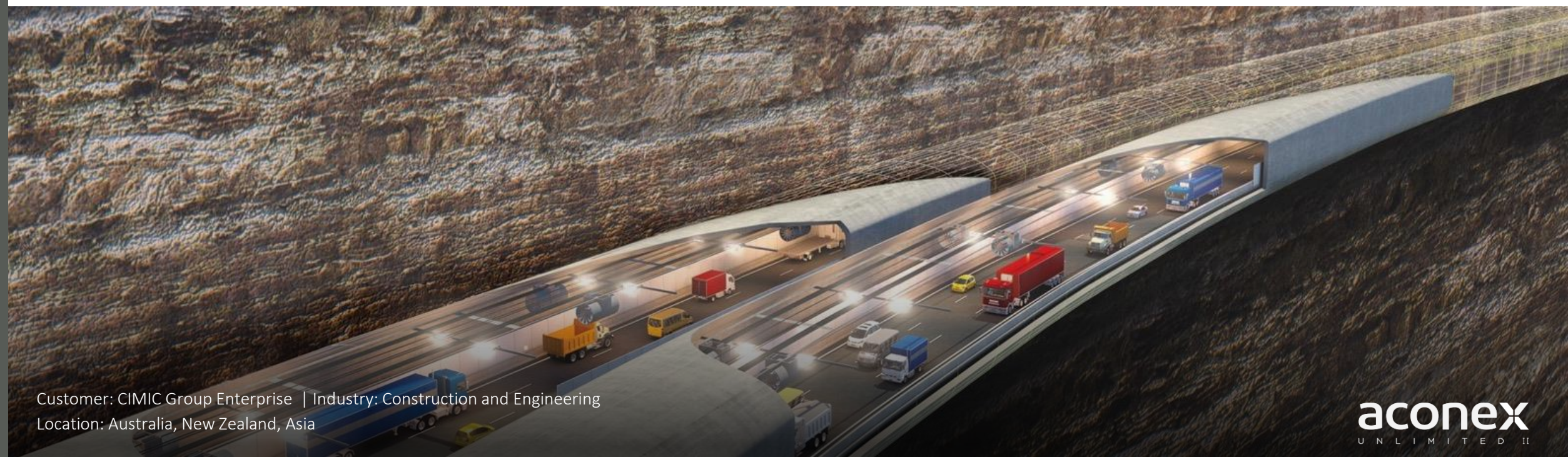
Project name: Al Zorah | Industry: Residential & Commercial  
Project size: US\$1.6 billion | Location: Ajman, U.A.E.





## ANZ Business Overview

Paul Perrett  
Chief Operating Officer



Customer: CIMIC Group Enterprise | Industry: Construction and Engineering  
Location: Australia, New Zealand, Asia



# Transforming the Australian construction industry and cementing our position as the industry standard

- 1 Strategic overview  
The power of the network
- 2 Results  
Strong new customer acquisitions driving growth
- 3 Focus segments  
Deepening penetration
- 4 Enterprise deals  
Delivering value to our enterprise clients, now and into the future
- 5 Construction Technology Summit  
Leading and shaping the ecosystem

# The power of the network

## Strategy overview

- 1. Continue to drive penetration in core ANZ market
- 2. Further embed Aconex in key enterprise accounts
- 3. Expand “share of wallet” via adoption of new product set
- 4. Continue refining sales model using a mix of key account selling, inside sales, account management, and sophisticated marketing operations
- 5. Remain the regional benchmark for quality and efficiency of service delivery
- 6. Develop ecosystem to cement central position in the industry and to foster future opportunities

## Powerful network



34,990 Companies  
15,255 Projects  
326,439 Users

## Unmatched capability

Seven ANZ offices with 60 staff

Sales	31
Service / Support	29

# Ongoing conversion of customers to enterprise agreements

15 new enterprise agreements over FY16

## ANZ enterprise customers<sup>1</sup>

Account type	Enterprise customers
Contractors	55
Developer / Owner	51
Consultant / PM	14
<b>Total</b>	<b>120</b>

Significant opportunity remains to drive enterprise agreements, particularly with contractors

- 36 of the top 100 contractors are Aconex “enterprise” customers<sup>2</sup>
- 86 of top 100 are paying customers (opportunity to convert)
- Six new corporate contractor customers in FY16

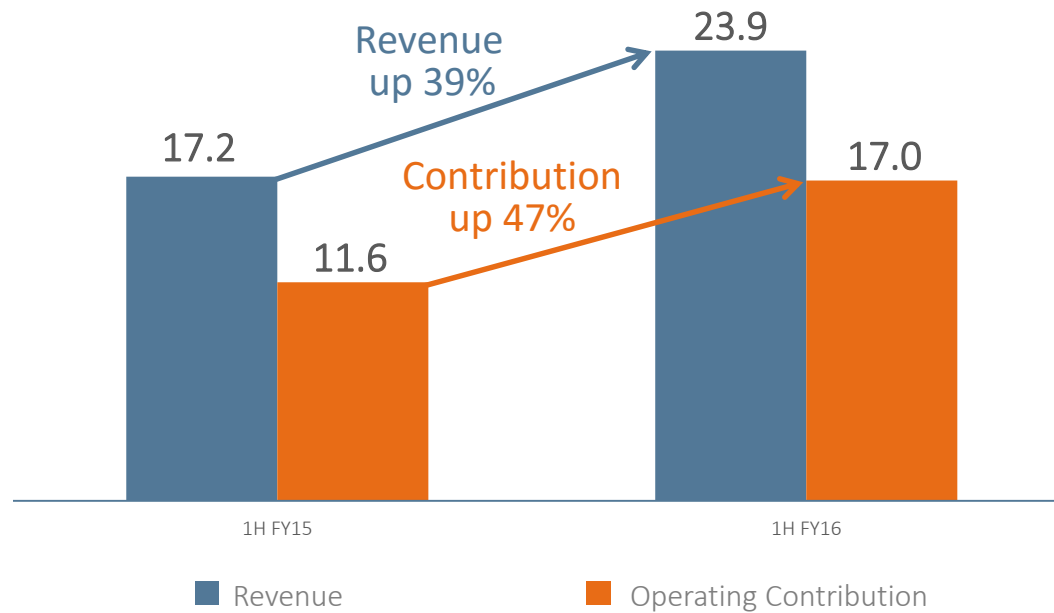
<sup>1</sup> Enterprise customers have either a framework or corporate agreement with Aconex for their portfolio of projects

<sup>2</sup> Aconex analysis

# Strong growth in revenue and profitability driven by new customer wins

## Half on Half Financial Performance

\$A millions



Contribution Margin = 71%

Note: All financial information is based on core operations.

## New Enterprise Agreements





# Focus segments to drive further penetration

- ① Major infrastructure projects
- ② Conversion of additional mid-market contractors to enterprise agreements
- ③ Large established long term asset owners - local councils, utilities and retail
- ④ Operations phase of major E&R programs
- ⑤ International developers and EPC firms

# Proven ability to drive adoption and value for our enterprise clients

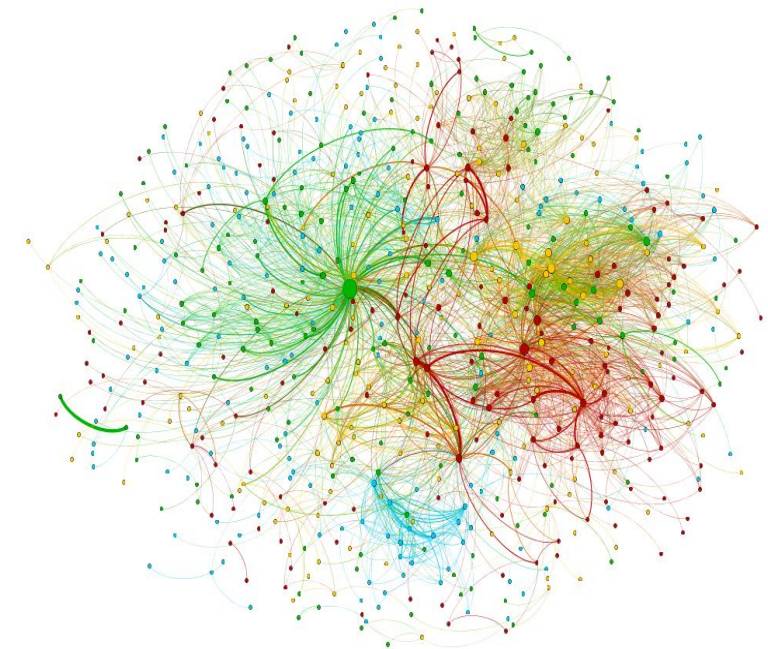
## Enterprise account snapshot

- 120 managed accounts supported by a dedicated team of 11 account managers
- 2,000 open / active projects
- Highly “sticky”
- Predictable and significant revenue contribution

## Account management objectives

- Ensure the commercial and operational success of the engagement
- Drive longevity of partnerships
- Enhance uptake of additional products and services

## 2015 Network Activity – T1 Contractors (Enterprise Customers)



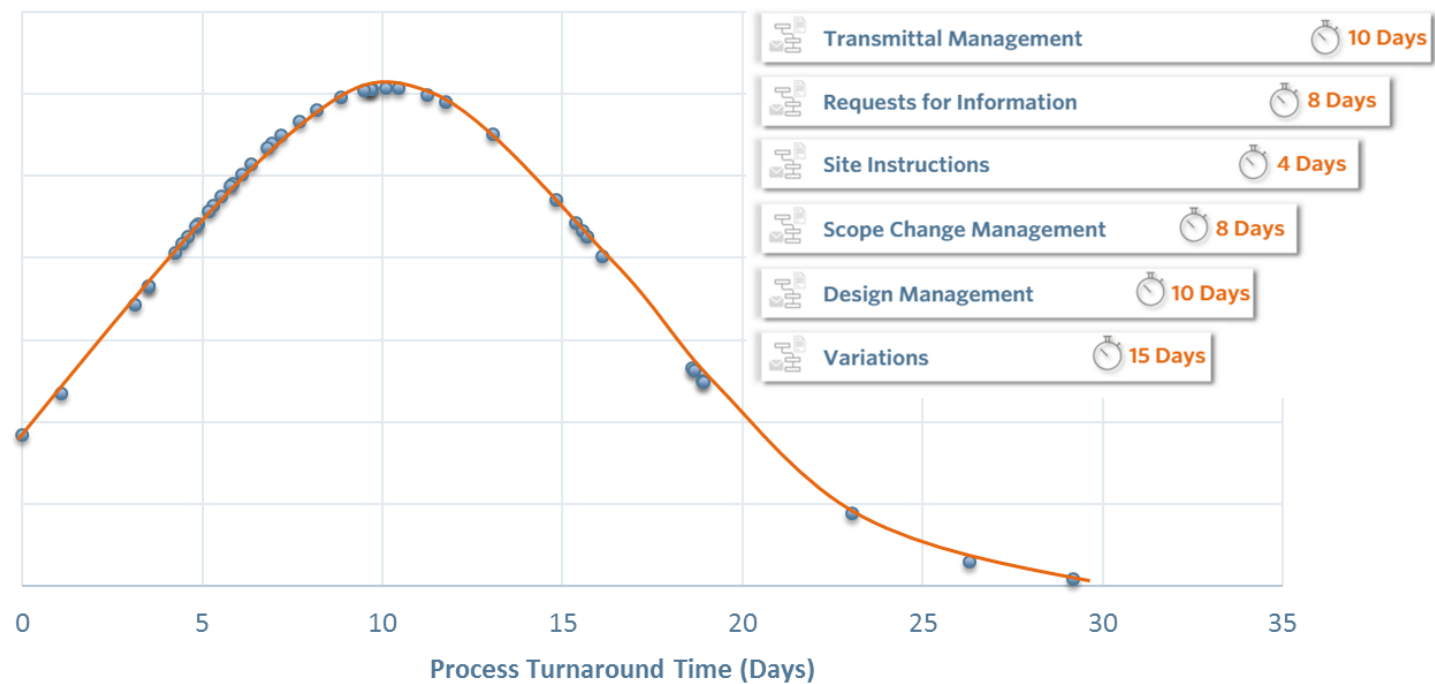
*6.5 million mails in 1.4 million threads,  
12,880 organisations, 521 projects*

# Unlocking insights from Aconex platform data to transform business processes

Integrated platform supporting end-to-end process delivery



Process efficiency curve across the portfolio of a major contractor



An integrated project environment enables measurement and focus on process efficiencies across projects.

# Innovation landscape – more than 50 Australian construction focused technology companies

## Information Management 15 companies

Project  
Management

Collaboration

PDF Mark-up

Find Work / EOI

## Cost Processes 8 companies

Estimating

Job  
Management

Payments /  
Progress Claims

Mining

## Mobility / Field 15 companies

Site Tools

Inspections

Compliance / Safety

Drones

## Operations Phase 14 companies

Building Automation /  
Smart Buildings

Property  
Management

Asset  
Management

Facility  
Management



# CONSTRUCTION TECHNOLOGY SUMMIT

# 2016

Register Now

June 16 -17 2016



## Digital innovation transforming construction

Construction Technology Summit 2016 connects Australia's contractors, developers and consultants with leading Australian digital construction technology innovators and will explore how the construction, infrastructure and asset management sectors will be transformed by the next wave of digital innovation.

Co-hosted by Aconex in partnership with the Victorian government, the event features an industry summit (including an expo featuring leading digital innovators) with a start-up day exclusively reserved for digital technology innovators.

## Aconex strategy – leading and shaping the ecosystem

- ✓ Engage with 30 plus emerging technology companies
- ✓ Connect the ecosystem
- ✓ Engage government, industry and thought leaders
- ✓ Identify and foster future product partnership opportunities

# Transforming the Australian construction industry and cementing our position as the industry standard

## 1 Strategic overview

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## 2 Results

Strong new customer acquisitions driving growth

## 3 Focus segments

Deepening penetration

## 4 Enterprise deals

Delivering value to our enterprise clients, now and into the future

## 5 Construction Technology Summit

Leading and shaping the ecosystem





## Asia Business Overview

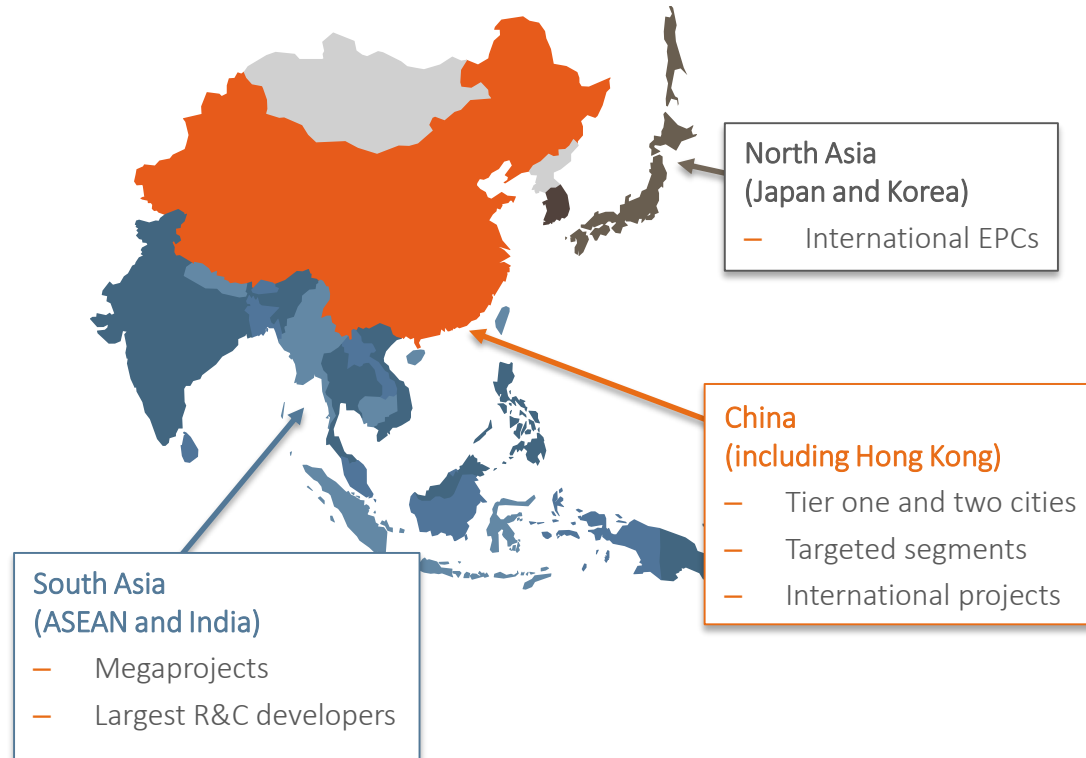
Paul Perrett  
Chief Operating Officer



Project name: West Kowloon Cultural District | Industry: Residential & Commercial  
Project size: US\$2.8 billion | Location: Hong Kong

# Asia accounts for 41% of all global construction<sup>1</sup>

## Regional market footprint – three key markets



### Profile of the Asian construction market

- Over US\$4b in construction - 41% of total global output<sup>1</sup>
- Home to three of the top four global markets (China #1, Japan #3 and India #4) and several other large markets including Indonesia and Korea
- Key high growth markets of China, India and Indonesia
- 95 of top 250 global contractors are from Asia<sup>2</sup> and have an increasing influence in global markets
- Heavy investment in infrastructure

### Strategic intent remains and is evolving as we execute

- Elevated strategic focus on China - a must win market
- Driving deeper in Singapore and Malaysia
- Actively targeting international investment in Indonesia
- Continued focus on cross regional opportunities
  - Global North Asia EPCs
  - Regional oil & gas projects
  - Chinese influenced international projects

<sup>1</sup> Global Construction 2030, Global Construction Perspectives and Oxford Economics

<sup>2</sup> ENR Top 250 Global Contractors



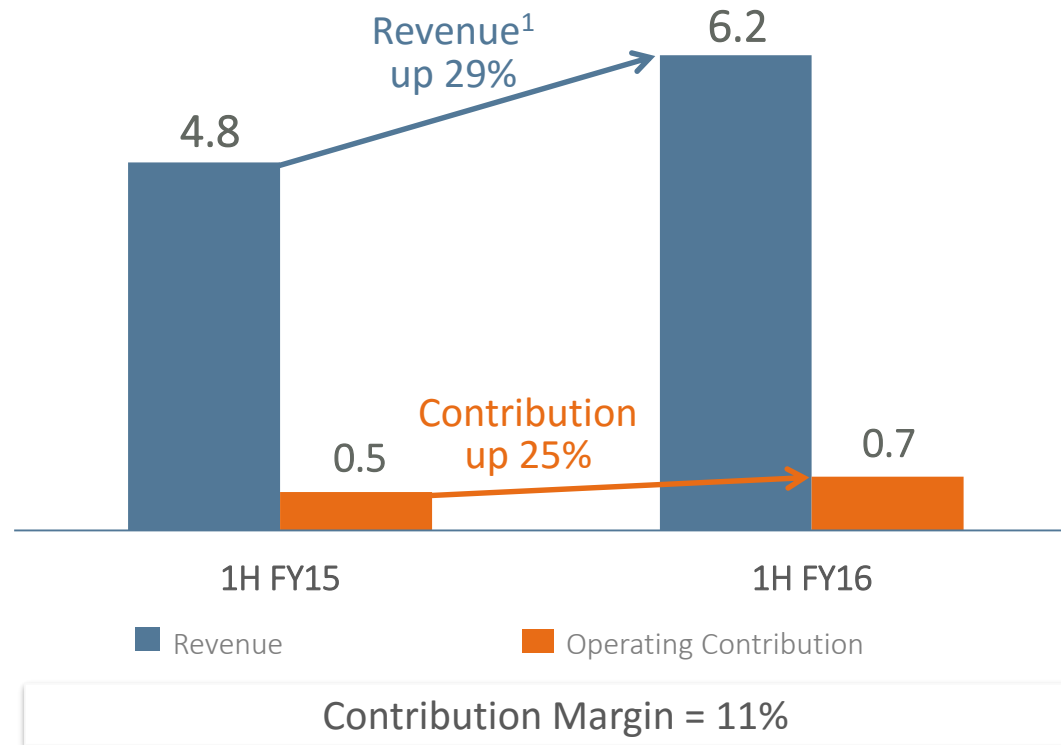
# Building the platform to capture large long term market opportunity in Asia

- 1 Strategic overview** Focused regional strategies to deepen penetration and adoption
- 2 Results** Strong new customer acquisition in all markets driving growth
- 3 China opportunity** China critical to our long term growth and global market position
- 4 One Belt, One Road** Infrastructure investment of unprecedented scale
- 5 Case study** Delivering value for Klang Valley Mass Rapid Transit Project

# Strong new customer acquisition in all markets driving growth

## Half on Half Financial Performance

A\$ millions



Note: All financial information is based on core operations

<sup>1</sup> Constant currency revenue growth rate: Asia 14%



# China critical to our long term growth and global market position

## Size of the market

- Largest construction market in the world (\$US2.1t)<sup>1</sup>
- Accounts for 21% of total global construction
- Housing sector slump, but infrastructure outlook strong

## Chinese investment in international projects

- As domestic market has slowed, aggressive shift to overseas investment focus
- Chinese property developers active in Australia, Canada, Singapore, US, and UK
- G&I / E&R focus on developing markets (i.e. OBOR, Nicaragua Canal, Africa)

## Global importance of Chinese construction / EPC firms

- Increasing influence on major global infrastructure projects
- China has the four largest contractors in the world and seven of the top 20<sup>2</sup>
- Deliver in excess of \$US100b annually in work outside China

<sup>1</sup> Global Construction 2030 (Global Construction Perspectives and Oxford Economics)

<sup>2</sup> ENR Top 250 Global Contractors

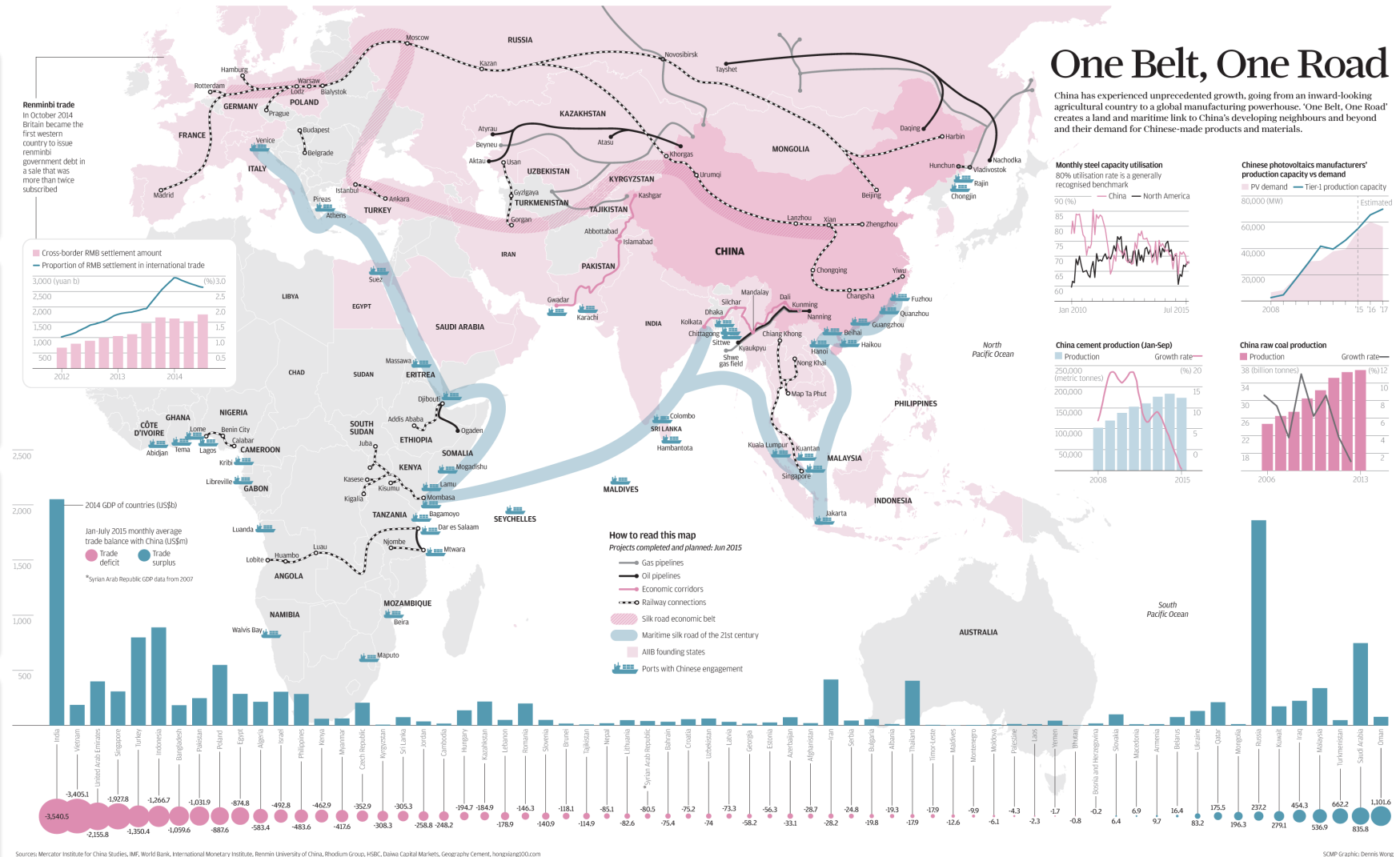
# One Belt, One Road – infrastructure investment of unprecedented scale

600 projects identified<sup>1</sup>

Over US\$1t in value

Two funds already created to support program

Several major programs underway



<sup>1</sup> The Economist 2016, "One Belt One Road: An Economic Roadmap"



# Executing three targeted sales initiatives to drive long term growth

## Systematic program to target international projects

- Natural entry point to Chinese companies for Aconex
- Right time, given outbound trends
- Target both Chinese developers and EPCs (infrastructure projects)
- Integrated allocation and reporting of project leads in Salesforce.com

## Focused domestic direct sales effort

- Continuing to diversify away from high end residential
- However, maintain tight segment focus
  - Inbound investment
  - Oil & gas
  - Private sector projects
- Maintain four operational hubs to support market coverage
  - Hong Kong, Shanghai, Beijing, and Shenzhen

## Build a partner ecosystem

- Initiative launched in FY15
- Most SaaS businesses heavily partner driven in China
- Built dedicated team and support infrastructure
- Six partners with fast growing pipeline
- Facilitated several recent high profile deals

# Klang Valley Mass Rapid Transit Project – Kuala Lumpur, Malaysia

## Background

- Builds on strong position in Malaysia
  - 100 projects with 8,500 active users
- Part 2 of 3-line mass rapid transit system in Greater Kuala Lumpur
- Incumbent competitor system
- Line 2 – Sg. Buloh, Serdang, Putrajaya
  - 52.2km with 37 stations

## Aconex engagement profile

- Line 2 – US\$7b project
- Direct engagement with MRT Corp, under Ministry of Finance
- Local data centre requirement lifted
- Highly structured engagement, with complex governance

## Current status

- First six months of usage:
  - Over 2,000 users from >40 orgs
  - Over 500k docs and 280k mails (2 terabytes of information)
- Significant opportunities from network effect
- Marked lift in Aconex profile and recognition



# Building the platform to capture large long term market opportunity in Asia

## 1 Strategic overview

Focused regional strategies to deepen penetration and adoption

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## 3 China opportunity

Critical to our long term growth and global market position

## 4 One Belt, One Road

Infrastructure investment at unprecedented scale

## 5 Case study

Delivering value for Klang Valley Mass Rapid Transit Project



# Questions



Project name: Bloomberry Resorts Corporation | Industry: Hospitality & Community  
Project size: US\$1.2 billion | Location: Manila, Philippines