

2012 ANALYST AND INVESTOR DAY



CHRISTOPHER COLE

Christopher Cole: Thank you Isabelle. Well, good morning and welcome. It really is my pleasure to introduce the presentations today. It's our first analyst and investor day so we've got great expectations to be able to provide you with a lot of information about the combined group, the excitement behind the transaction, the people, the opportunities, the markets and our activities.

So today we really hope that you leave having enjoyed the day but importantly having learned a lot about this fine group that is now a significant consultant around the world.

So - got it, got it - there we are. Just to remind you who we are, we really are unique complementary combination of two successful businesses that present the truly global consultancy, 15,000 people worldwide and what do we do?

We plan and we engineer and we manage and we design just about everything in the built and natural environments. We are a truly multidisciplinary consultant now across the world and across many, many continents, all continents in fact but perhaps to position us as well so you can reflect upon just how we sit in the landscape of companies.

We are the 10th-largest consultant. Now that provides us with access to global clients that neither company would have had before. It provides us with real market penetration and market recognition and that is just a huge opportunity and challenge to build upon as we go forward.

And of course as all of you would understand, it is also very indicative of the trend towards consolidation in the world in which we work. The benefits to the (combination), standing here as the previous CEO of WSP and now the Chairman of the combined group, it is so important to reflect upon the reasons and the drivers for this highly-complementary combination of two businesses.

GENIVAR, with their strong Canadian presence and deep involvement in many sectors. With WSP, we have the experienced international position of a multidisciplinary consultant that has grown with experience of acquisitions across the globe.

And combined we can leverage and you're going to hear today how we're going to leverage this global landscape, leverage these different sectors that we work in across the world and you're going to learn about the technical and people skills that we bring together to ensure that we present best practice, we present best practice both from a technical point of view and a commercial point of view.

We learn from each other in other words and we really do then aspire and will achieve best in class as I say both technically for our clients and commercially and financially for all our stakeholders. This will create a financial and investment environment that will help us grow and encourage you to support this business going forward.

So delivering a worldwide consultant that performs well that continues to grow in a strategic way in what is an increasingly consolidated market and that is one of the reasons and one of the drivers that we all must remember.

We are much stronger together in this world of change than we are individually.

Just quickly a high-level view of what we offer. We offer strong regional presence around the world and from that regional presence we're able to leverage global opportunities and global reach but there is to be under no mistake that business' engine rooms are their local, regional activities and performance.

That is the engine room that drives businesses like ours and the global reach is the added value that you strive to put across the top and you'll hear a lot about that today.

You will also hear about global clients are requiring consultants to work with them that can provide the global reach, the depth of expertise, the diverse sector experience to help them and we can provide all of those requirements and again part of our presentation today will reinforce that.

We have the people, the entrepreneurial spirit, the technical and commercial expertise in this group more than I've ever had individually before, we have that now to be able to provide end-to-end inception to completion of most asset classes in the world in terms of providing professional consultancy services.

And finally on that slide, we're financially strong. We're committed to remain and build on that strength to give us the platform for the growth that we aspire to achieve with your support going forward.

And we have the team. Some of the team you will meet today - the senior team you will meet today - and there are many other senior people you unfortunately just because there's only a certain number we can bring to a day like today but we have the team to deliver that sort of shareholder value that we all expect.

So the objectives today, the objectives today are to present the senior management team that you can talk to, you can interface with and you can listen to their presentations which I hope will give you a real flavor and color of the combined groups and the sources of people that are in it and leading it and their expertise they bring as well.

You're going to learn about our integration. As an update, you're going to learn a little bit about Q3 from yesterday. You're going to learn I hope about the market as an overview and the competition in which we play and which we work.

Operational reviews and challenges, on that we will provide a color for that as well as we will in particular revenue synergy and the opportunities around the global reach that this company has and is quite unique in that particular way it is structured and now it can address markets in so many places and a few words at the end about outlook and strategies.

So before I hand over to our Chief Executive Pierre Shoiry, I would just like to say a couple of words as the new Chairman of the Board, a new experience for me from being the Chief Executive of one part of this combination, an experience that is exciting, an experience that is something that I believe I can add value to the future combination of these businesses, the synergies of these businesses, the integration of these businesses.

But most of all let me just say a few words about the board itself. I expect to and am reviewing the membership and the skills that we have around the board table. I'm expecting to institute increased international and human capital skills to the board.

Your board at the moment was the board - with the exception of myself - was the board that addressed fundamentally Canada and some areas in the

Caribbean and South America. We've now got to address a much wider landscape and we need a board that's complementary to that.

I will ensure that there is adequate operational and strategic information and discussion at the board table. I will naturally continue the strict vigilance on all issues relating to regulatory and compliance matters and where necessary the committees will be reinforced as well.

And last but not least, probably as important as anything in the dynamics of the board, I will do my very best to encourage the sort of environment that is supportive, challenging and yet provides counsel to the executives to ensure a very open board and one that we can get the best out of everybody together around the table in order to guide and drive this business forward.

So as an introduction and a little bit of flavor for what's to come, thank you very much for listening. Now it'd like to hand over to Pierre Shoiry, our Chief Executive. Thank you very much.