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aconex

INVESTOR DAY

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Chairman's remarks

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Adam Lewis
Chairman



Project name: BATEG SFR Campus
Industry: Residential & Commercial | Location: Saint-Denis, France

Fireside Chat

People and Culture



Leigh Jasper
CEO and Co-Founder



Ilona Charles
Chief People Officer



Paul Koppelman
Chief Financial Officer

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Investing for growth – Product



Rob Phillpot
Head of Product
Strategy & Co-Founder



Project name: Wroclaw West Bypass | Industry: Road & Rail
Location: Wroclaw, Poland

Agenda

① Industry trends

② Investment over time

③ Key initiatives

④ Demo

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The opportunity is ripe & Aconex is well positioned

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Large and growing market



- The construction market is ~US\$9.5T¹
- By 2030 construction will account for ~14.7% of global GDP¹.

Industry dynamics



- Growing project size and complexity, e.g. mega projects 21% in 2014 from 4% in 2005²
- Delivery methods are changing e.g. D&C, PPPs, IPD
- Increasing compliance requirements
- Industry consolidation

Technology trends



- Move to cloud / SaaS
- Mobility/ field enablement
- BIM & model management
- Increasing security
- Connected devices (IoT)
- An explosion of data and insights

Significant opportunity



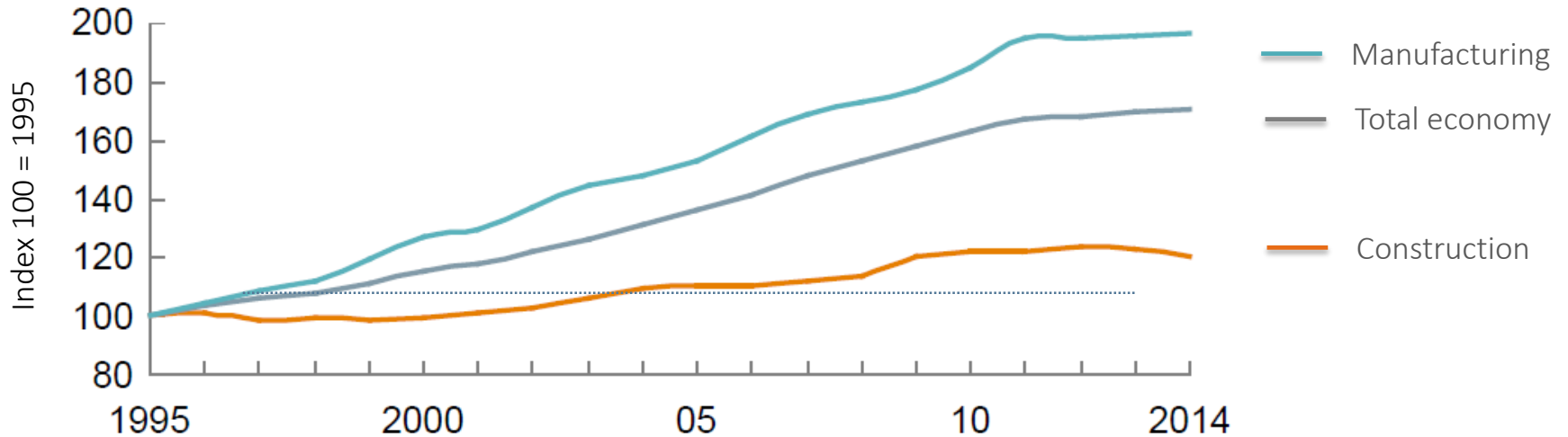
The #1 cloud collaboration platform for digital project delivery.

¹ Oxford Economics Global Construction 2030.

² Source: McKinsey & Company.

Productivity over the past 20 years... Construction lags behind, while manufacturing streaks ahead

Real gross value added per hour worked by persons engaged, 2005 \$



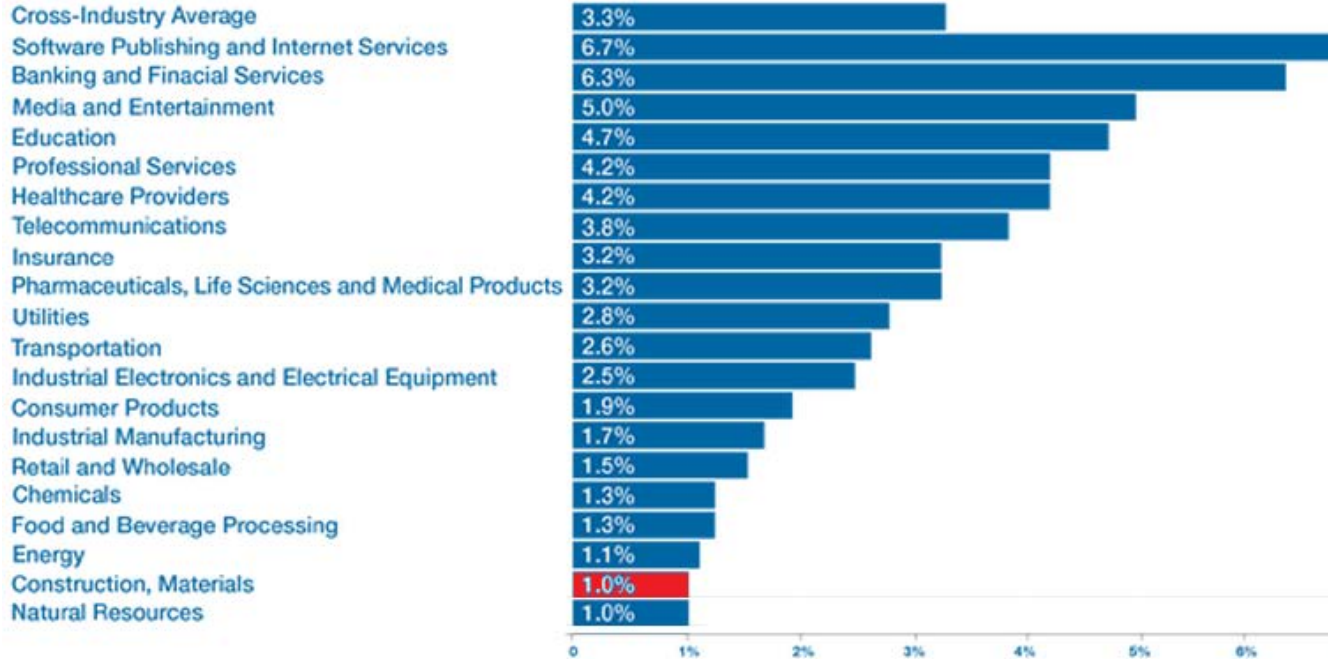
Source: McKinsey & Company. OECD; WIOD; GGCD-10, World Bank; BEA; BLS; national statistical agencies of Turkey, Malaysia, and Singapore; Rosstat; McKinsey Global Institute analysis

And it is because investment in technology is low

The construction industry is the equal lowest spender on IT

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% Revenue spend on IT¹



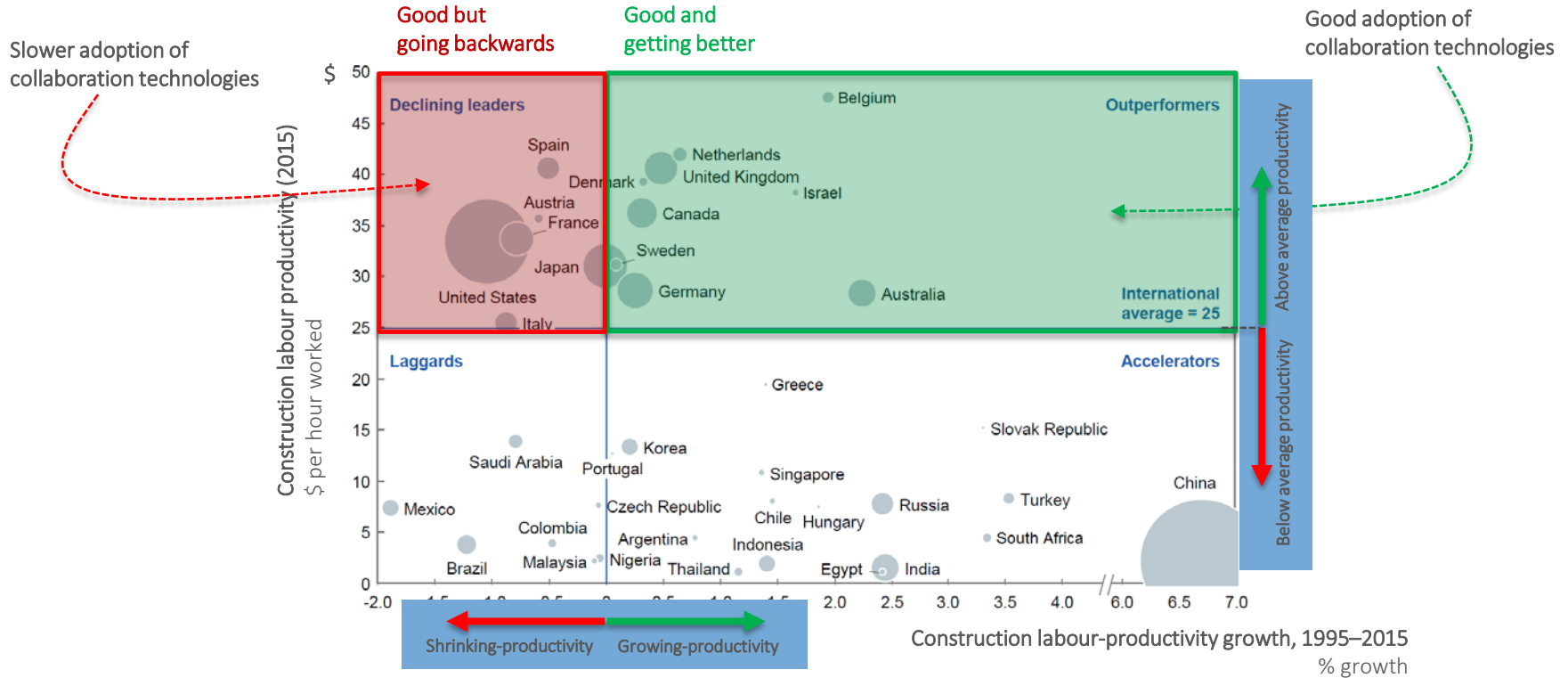
R&D spending and IT investment in construction run well behind that of other industries at less than 1 percent of revenues²

¹IT Key metrics data 2014, Gartner Benchmark Analytics

² Imagining construction's digital future, Mckinsey June 2016

But those who invest get returns

Productivity vs growth



Source: McKinsey & Company. OECD Stat; EU KLEMS; Asia KLEMS; World KLEMS; CDSI, Saudi Arabia; Ministry of Labor, Saudi Arabia; WIOD; GGDC-10; Oanda; IHS; ITF; GWI; McKinsey Global Institute analysis

Adoption of collaboration technology improves productivity

The proof is in the results

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AECOM

Nearly 50% reduction of submittal turnaround times



Arup

"75% faster review cycles"



Hensel Phelps

"30% reduction in handover time"



Hill International

"40% faster response time for RFIs"



Royal Melbourne Hospital

"80% faster access to documents for handover"



Parsons

"Improved document control
Efficiency by 66%"

- There is clear evidence that collaboration leads to more efficient processes.
- Benefits flow to all involved on the project not just the Asset Owner and Contractor.

The perfect storm

What drives an accelerating paradigm shift?

Driving dynamics

How to deal with it

What you get from it

Increasing complexity

More data

Disruptive technologies

Move from bespoke to repeatable

Integrated supply chain

Highly controlled environment

Insights from data

Higher quality

Less waste

Increased safety

Better predictability

Continuous improvement >30%

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③ Key initiatives

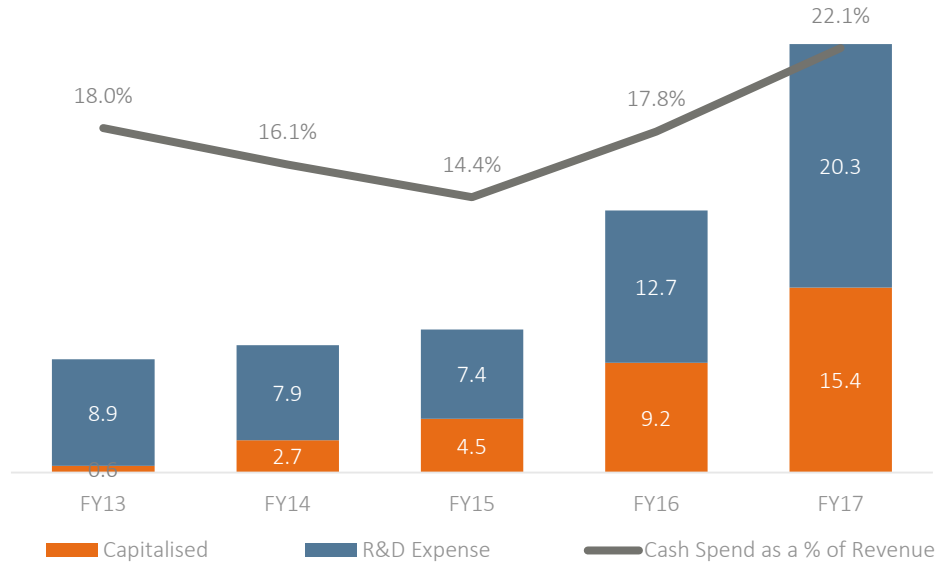
④ Demo

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Aconex has invested more than \$150m in to its product over time

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R&D cash spend
\$ millions

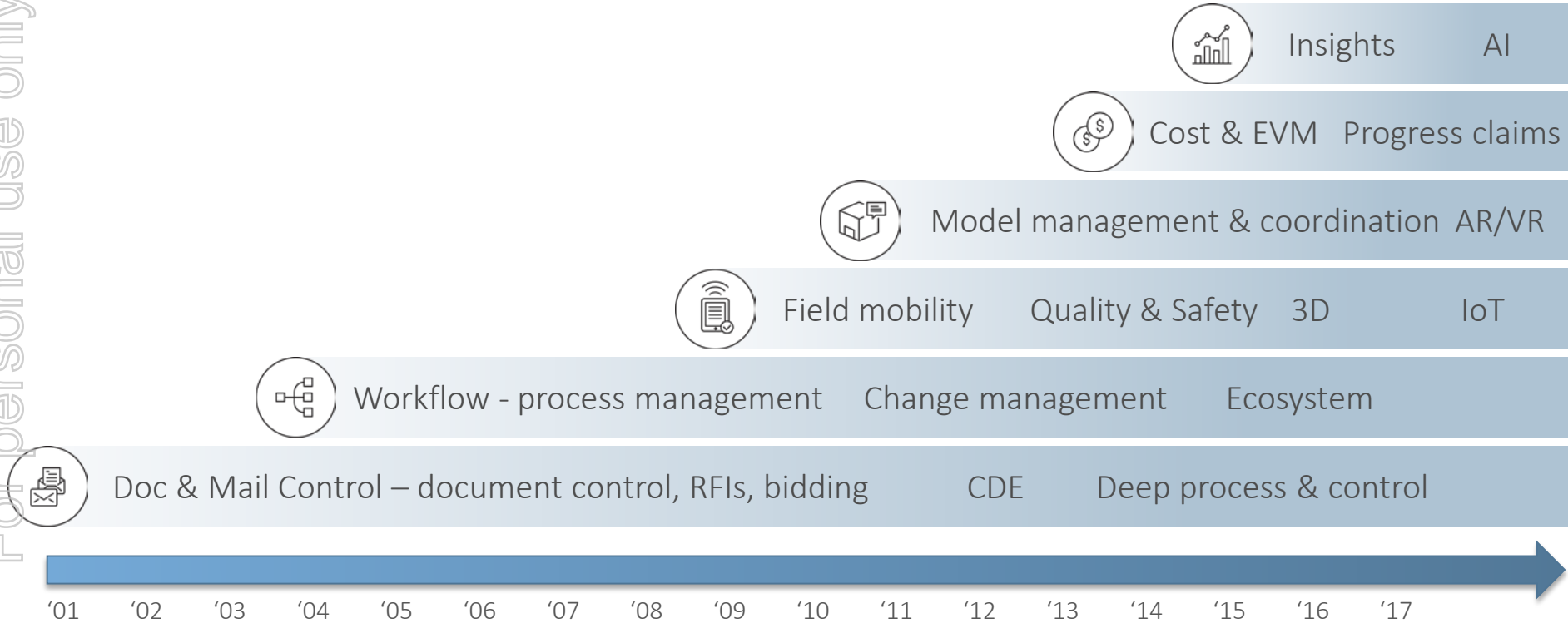


- In FY18 Aconex will invest in excess of \$30m
- In the medium to long term, 15-20% of revenue will be invested to advance our leading solution

As a result our product has evolved to be #1 globally

We have the best combination of breadth + depth + support + security

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Agenda

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② Investment over time

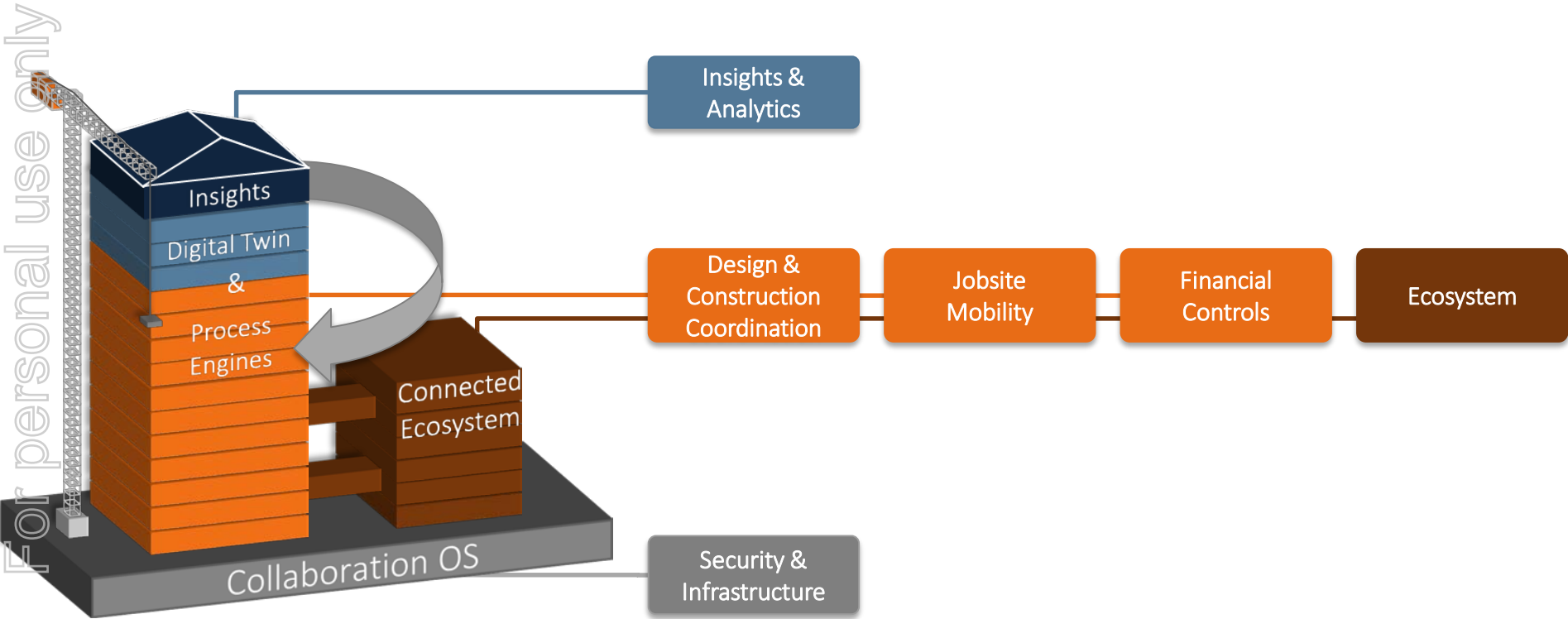
③ Key initiatives

④ Demo

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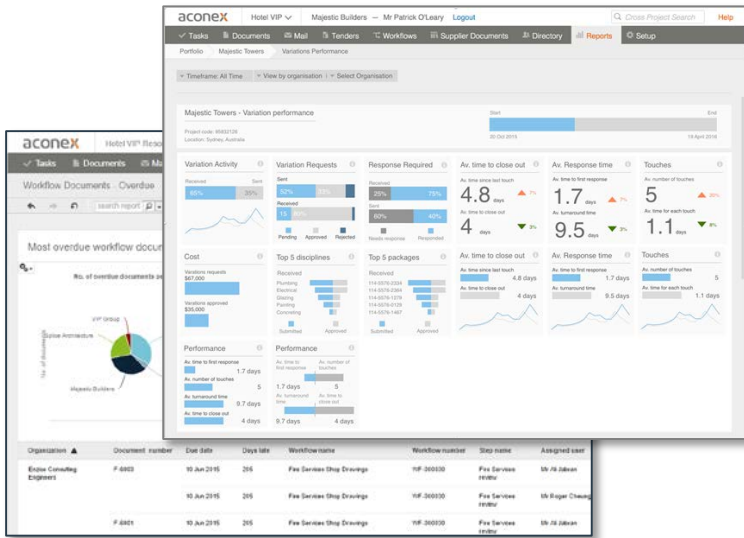
In FY18 we have 6 key product initiatives driving investments

The #1 platform for digital project delivery – Control and insights to drive performance



1. Insights and analytics

Help me anticipate problems so I can avoid them



Rationale

- Control is a key part of any project
- Aconex has the largest data set of construction activity in the world and can offer insights in to what processes need attention and provide early warnings *before* things go wrong
- Traditional reports and dashboards don't include what *might* happen
- Problems arise when it is too late

Initiatives

- Provide program / project / process level reporting on key processes (quality, safety, compliance)
- Deep insights for predictive analytics

2. Design & Construction Coordination

Manage the mayhem

Rationale

- Larger teams and more complex designs
- Flow on effects need to be carefully managed
- Data management not file management

Initiatives

- Mail Workflows, Packages, Linking & Relationships, Configuration Management. . .
- Build in processes & rules for better quality & repeatability
- Package management for better control & quality
- Linking data & objects together through relationships

The screenshot displays the Aconex software interface with several overlapping windows:

- Document Properties (Confidential):** Shows a table of document revisions.

Rev:	Author	Date	Version
DH	For Review	18/10/2016	#24
DF	Draft	28/09/2016	#23
DD	Draft	13/09/2016	#22
CC	Draft	30/08/2016	#20
- Mail Types:** Shows configuration for 'Request For Information' with 'Distribution Rules' selected. It includes a 'Create New Rule' section with conditions like 'Cost Implicit' and actions like 'Send Cc'.
- Manage Related Items:** A pop-up window showing relationships between documents, listing 'File', 'Document No', and 'Title'.
- Document Register:** A table listing documents with columns for File, Document No, Title, Revision, Status, Discipline, Created By, and Date Modified.

File	Document No	Title	Revision	Status	Discipline	Created By	Date Modified
0-1086-0000	0000	GENERAL ARRANGEMENT PLAN #3020N BAR SH 1	D	For Contribution	Architectural	Steve Architecture	11/09/2016
C-000487-0000	0000	ENCLOSURE SURVEILLANCE PRESIDENTIAL	-	Draft	Administration	11/09/2016	
DCT-100000	0000	0000-0	B	For Review	Architectural	Miguel Santos	10/09/2016

3. Quality & Safety

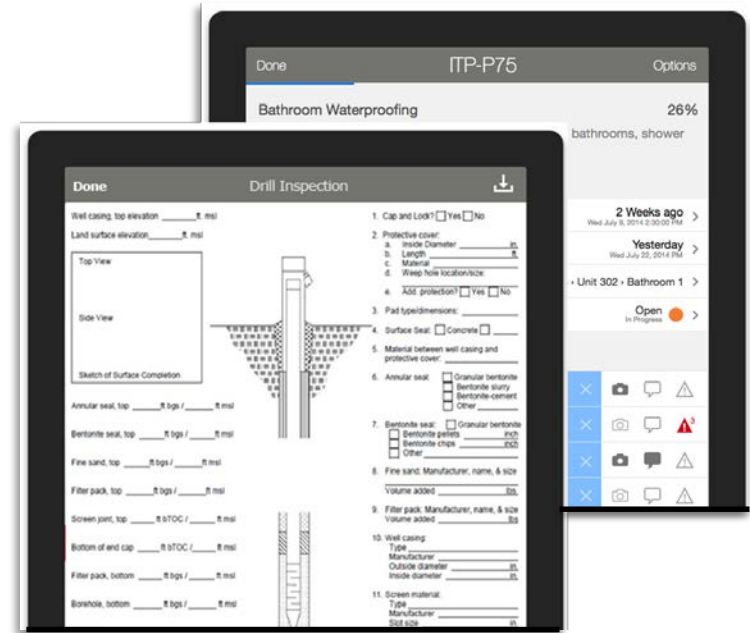
Pixel-perfect forms in the field

Rationale

- Every project needs to manage quality & safety
- Nuanced form requirements
- Change management hurdles
- “I want it to look like my paper form”

Initiatives

- Forms that look exactly like the paper form
- Visual navigation & pin-the-plan
- Location awareness
- Expand capabilities around scheduled inspections and ITPs



3. Jobsite mobility

Field enablement is king

Rationale

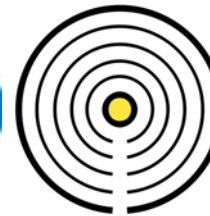
- We have more and more mobile apps (Mobile, Field, BIM, Progress Claims)
- “Let my workers stay in the field doing their job”
- Make it awesome

Initiatives

- Bring the separate apps into a single app with easier process flows
- Improved visual navigation
- Brings together 2D drawings, 3D models, pin the plan, pin the model, RFIs, defects, checklists & commissioning



Visual Navigation
2D/3D pin the plan



Location aware
Beacons, geolocation



Be served
Right info for the job



One app
Everything in one place

6. Security and compliance

Aconex – The most secure cloud collaboration platform. Period.

Rationale

- Compliance and security requirements are lifting
- Federal government agencies require this certification

Initiatives

- FedRAMP certification
- Broader compliance initiative
- Officially “In Process” with FedRAMP (the only one in our space)



From the FedRAMP website

 Aconex Collaboration Platform for Project Information and Process Management	SaaS	Moderate	 FedRAMP In Process
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Demo

Platform for growth – Global operations



Paul Perrett
Chief Operating Officer



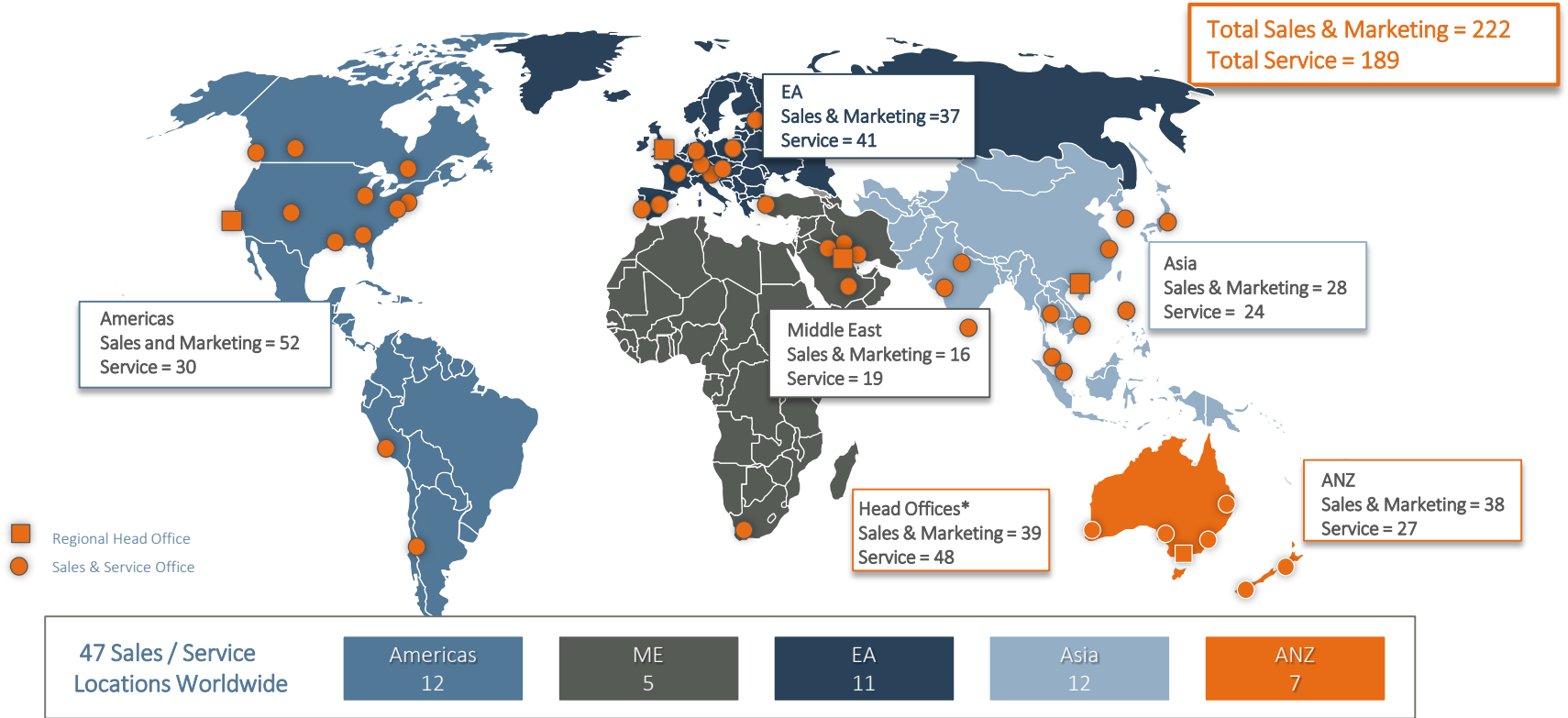
Project name: Dubai International Airport | Industry: Aviation & Port
Location: Dubai, UAE

Agenda

- ① Go-to-market structure and philosophy
- ② Client service – Efficiency and industry leading customer experience
- ③ Sales and Marketing – Investing for growth
- ④ Customer journey

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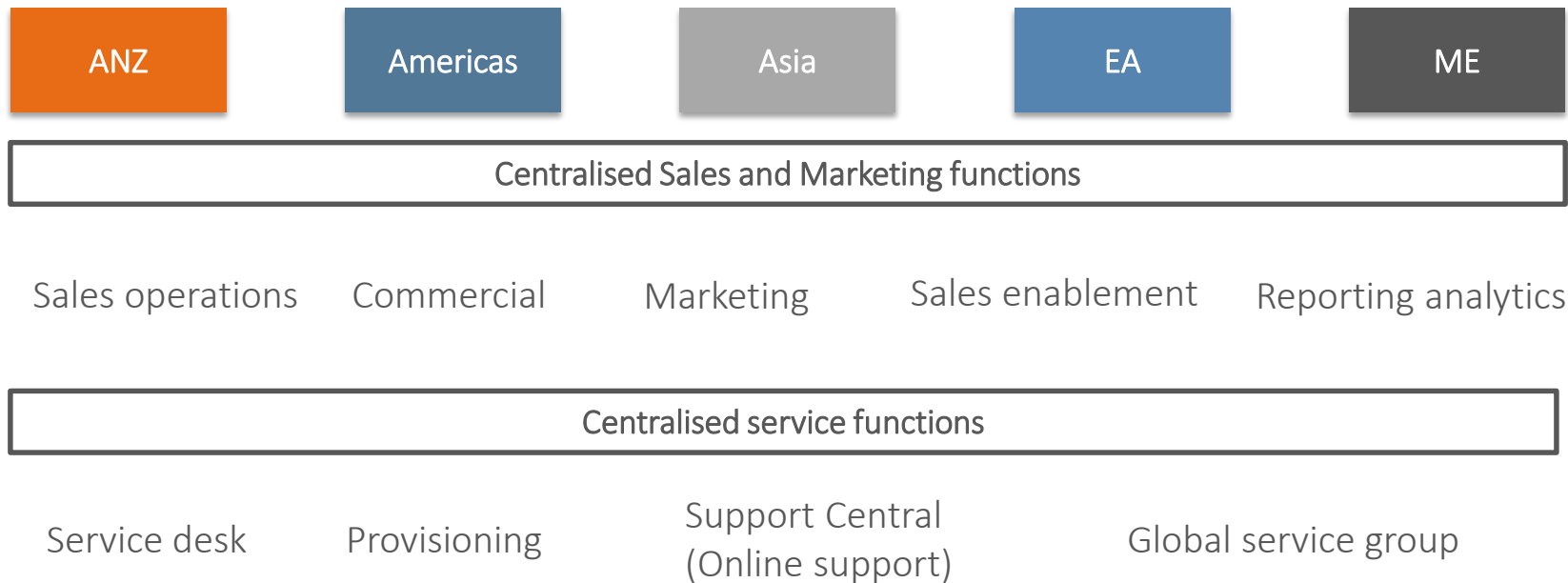
A global sales and service organisation



*Melbourne, Bangalore and San Francisco.

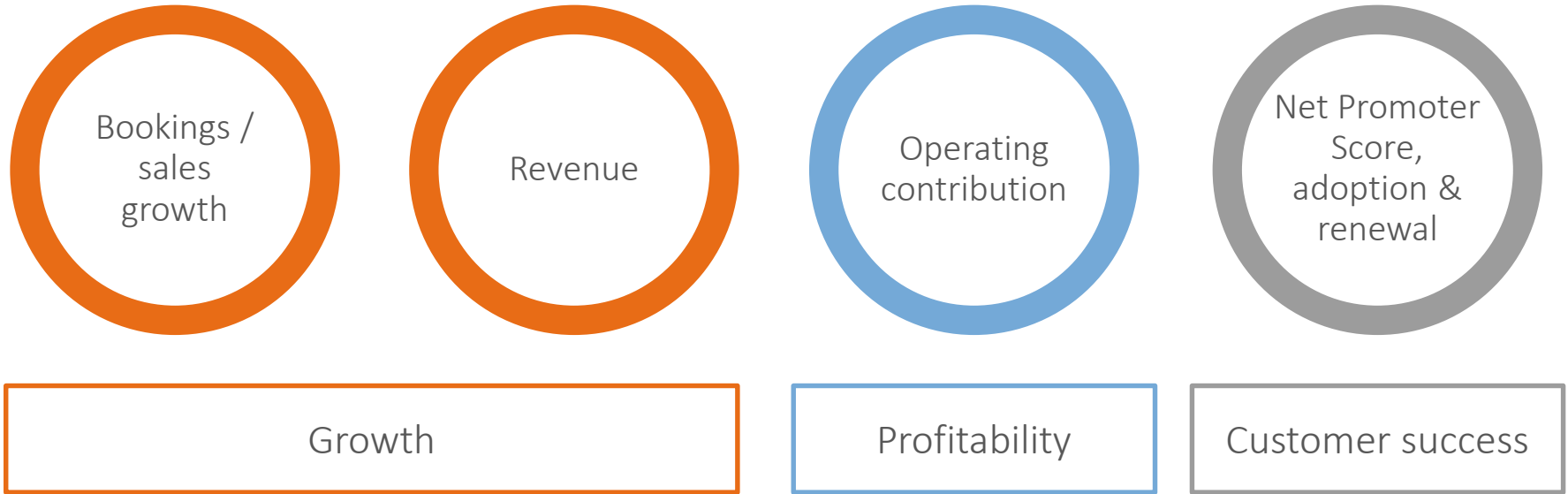
The regional businesses are supported by global functions to ensure consistency of execution and scalability

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Regional performance is measured across four key dimensions

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Regional General Managers are responsible for the performance of their regional business unit as well as direct responsibility for the local sales and service delivery teams.

Tailored regional strategies, within an overarching global framework

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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 use of centralised assets and alignment with global processes

Integrated approach to marketing, sales and customer service

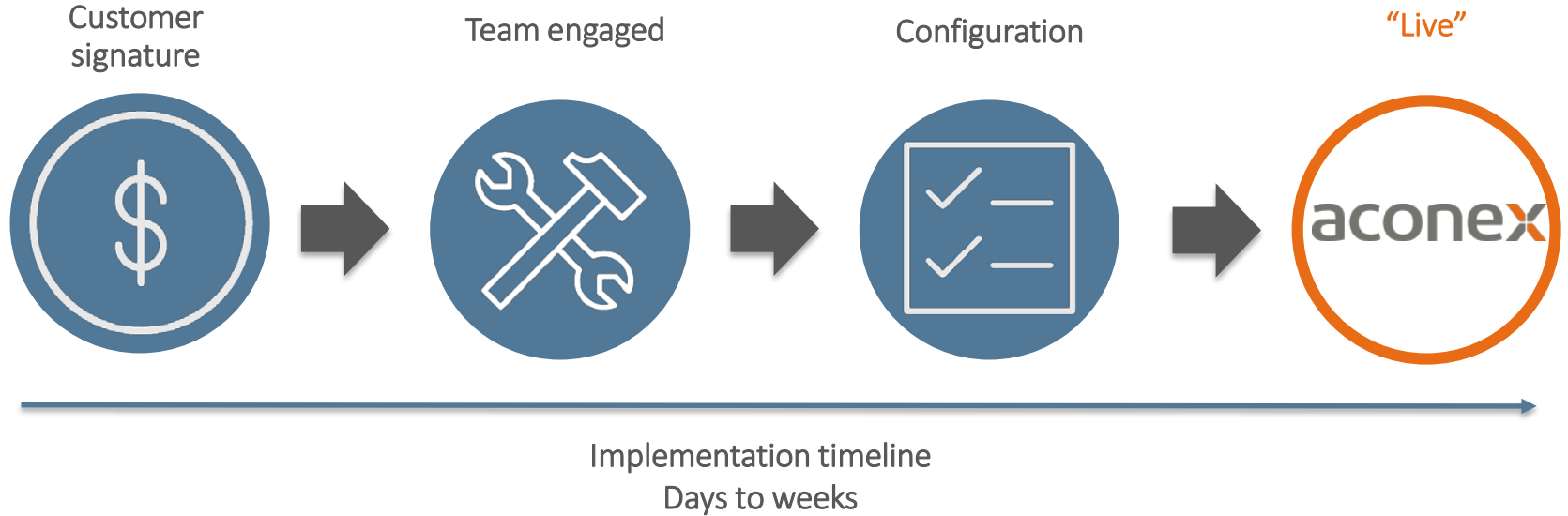
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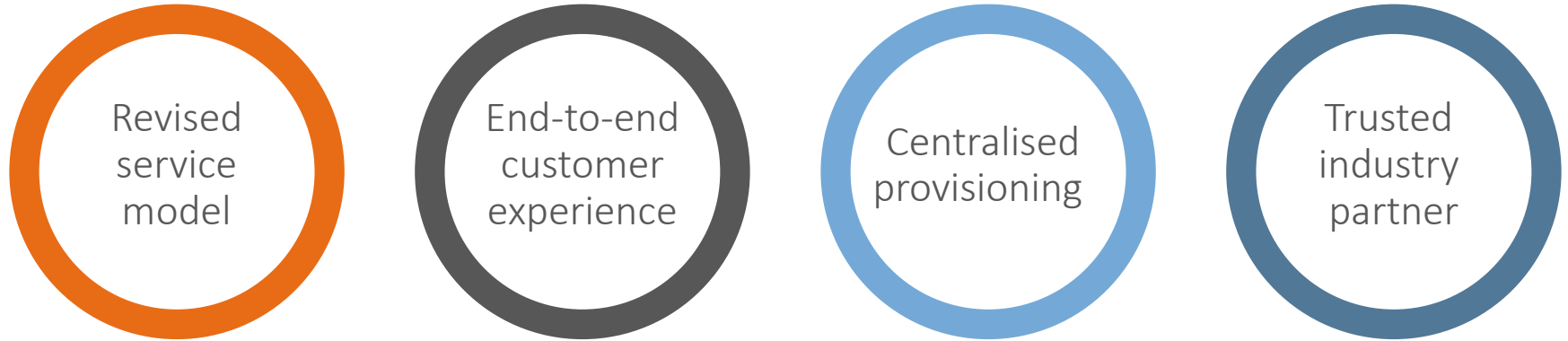
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Global client service – a key differentiator

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Four focus areas to continue driving efficiency and industry leading customer experience



- Seamless customer experience
- Highly efficient fulfillment with consistent delivery
- Integrated global capabilities
- Specialist consulting from experienced team

The Aconex service model is evolving to facilitate higher value delivery, balanced with cost recovery for specialist consulting



Relentlessly improving the end-to-end customer experience

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Customer centricity

Make use of technology to drive efficiency, experience and reduce support costs

Use data and insights to drive focus

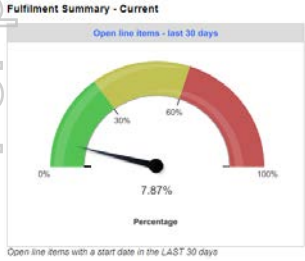
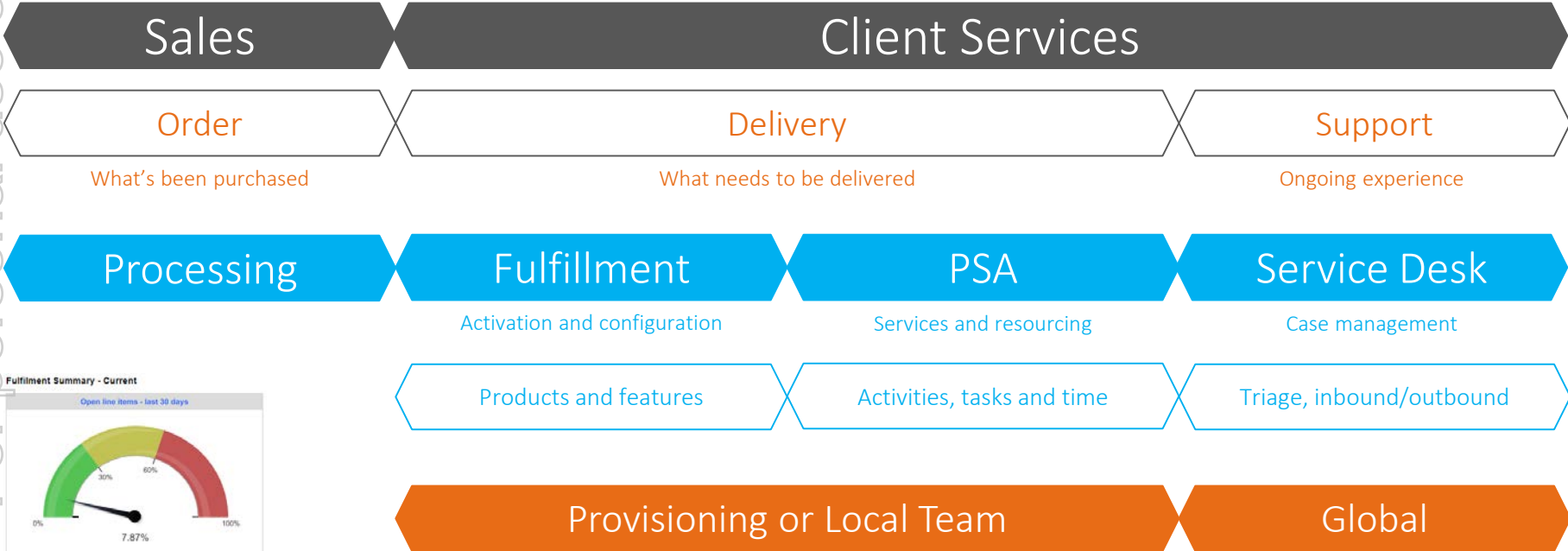
Help users help themselves, and each other

Improve the experience and reduce costs via automation programs

Invest in scalable, centralised resources for basic support, onboarding, adoption, training, etc (remote and online)

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Aconex Provisioning – A global platform, process and resource pool for consistent and scalable order fulfillment



Trusted industry partner. Customers rely on us for “best practice” advice

Procedure Example - Design Query (DQ) - Using Mail

Procedure Example

This diagram illustrates one way to manage DQ's using Aconex Mail. Project teams will need to evaluate whether this will work for them, keeping things like delivery method and contractual requirements in mind.

Initiator	Responder	Additional Input
<p>Propose and submit DQ</p> <p>Review and respond to DQ if required</p> <p>Review response</p> <p>Re-submit DQ</p> <p>Take action if required</p>	<p>Review DQ</p> <p>DQ?</p> <p>Additional input?</p> <p>Review DQ requiring additional input</p> <p>Review response</p> <p>Respond to DQ with Approval</p>	<p>Review DQ</p> <p>Review DQ</p> <p>Review DQ with Advice</p>

Set up Aconex to complement the way you work

Below you'll find some features and functionality that you may find useful in setting up your procedure. Based on your project's needs, you may use one, some, none or all of these.

- [Mail Forms](#)
- [Restricted Fields](#)
- [Mail Buis](#)
- [Mailings Groups](#)
- [Mail Footers](#)
- [Mail Auto Text](#)
- [Mail Accounts](#)
- [User Groups](#)

Contact your Aconex Consultant if you have questions or want help setting this up.

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How-Tos For all users Training Courses & videos Admin Kits Org & Project Admins Updates Aconex news & ideas Implementation For Aconex client orgs Password Help Reset & manage passwords

What to e.g. create a new user Search

Home > Aconex Implementation > Common Processes > Communications > Design Query

Design Query

Written for Aconex Client. About Aconex: Our Main Application

Learn all about the Design Query process

email print

Downloads

Sample process for using Mail to communicate a Design Query

aconex
DESIGN
QUERIES

Feedback

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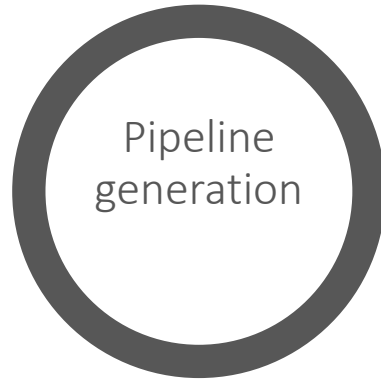
Our sales organisation has four key functions

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	New Business	Strategic New Business	Inside Sales / Demand Gen.	Managed Accounts
Purpose	<ul style="list-style-type: none"> Sales of new project and enterprise deals 	<ul style="list-style-type: none"> “Hunting” into strategic accounts Heavy focus on global players 	<ul style="list-style-type: none"> #1 - appointment setting only #2 - phone based sales 	<ul style="list-style-type: none"> Management of enterprise clients Focus on upsell and renewal uplift
Who	<ul style="list-style-type: none"> Regional BDM’s 	<ul style="list-style-type: none"> Small specialist team of KAMs 	<ul style="list-style-type: none"> #1 – SDRs #2 – ISRs 	<ul style="list-style-type: none"> Account managers
Maturity / Global Penetration	<ul style="list-style-type: none"> Core of the Aconex sales organisation Established in all regions 	<ul style="list-style-type: none"> Initiative introduced in FY16 Increasing focus 	<ul style="list-style-type: none"> #1 – Core part of Americas model #2 – Most developed in ANZ 	<ul style="list-style-type: none"> Highly developed in ANZ Global standardisation in process

Sales and marketing – Four key initiatives to drive growth

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Telling our story. Leveraging our global brand and first-mover advantage

Be bold and inspiring

Own our brand throughout the funnel

Focused demand & awareness

Engage through thought leadership

World-class GTM alignment

Share our story with international markets

Growing the ecosystem



Construction Technology Summit 2017

23 technology exhibitors

40 speakers and panelists across 2 days 500 delegates

60+ technology vendors attended

Event Partners: VIC Government & ACA

Keynotes from industry leaders



A key management focus is driving opportunity generation, conversion and coverage

Context

- Strong and consistent win rates
- Established coverage in key markets
- Integrated set of global systems and pipeline management process



Key Initiatives

- Lead database mining
- Influencer mapping
- Field marketing events
- Customer referrals
- Online reach & conversion
- Webinars
- BDM prospecting

Investing in our global team to lift capability and improve productivity

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Growing the team

- Recruitment
- Onboarding

Sales enablement

- Dedicated function
- Training investment
- Product specialists

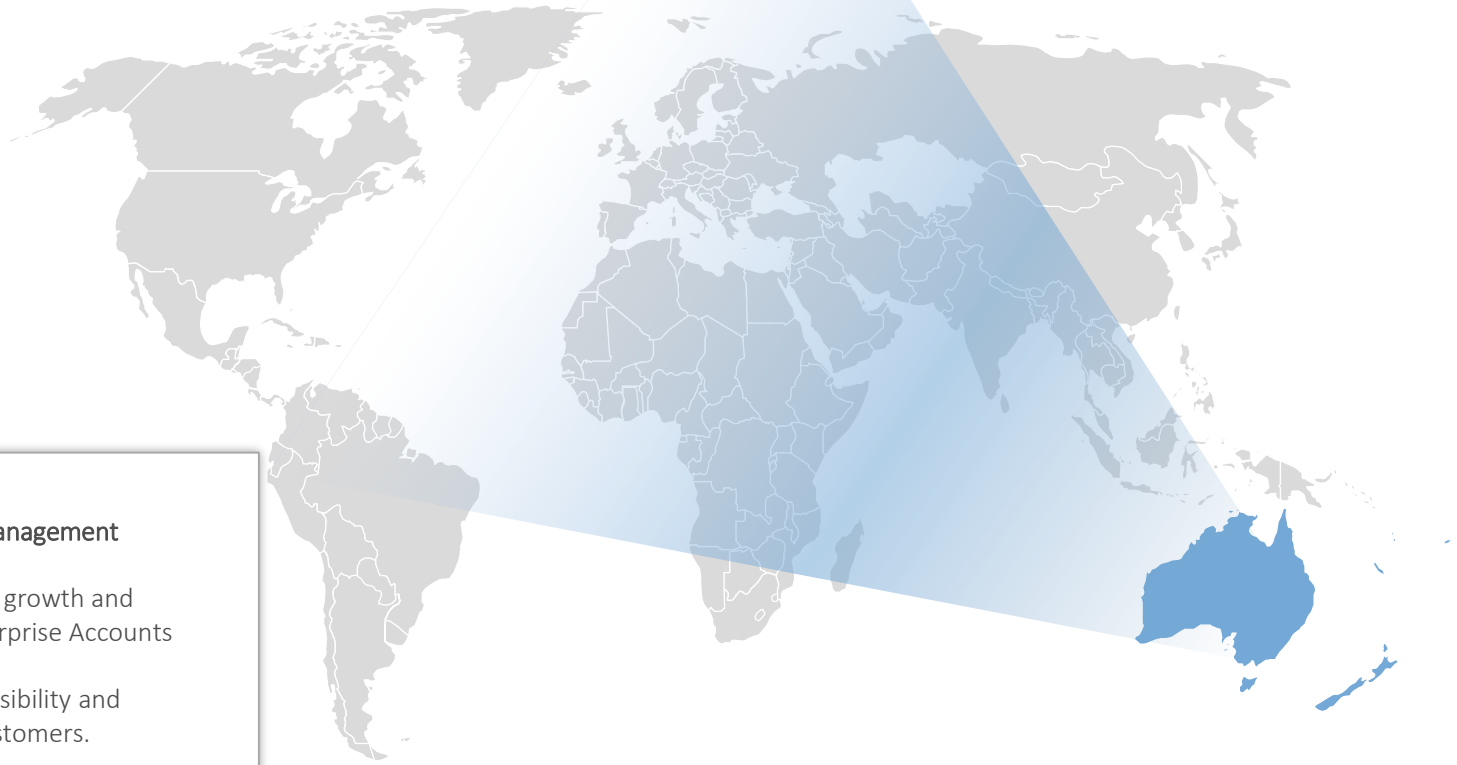
Performance management

- Integrated global program
- Leverage new HRIS

- Sales representative profile varies by region but we focus on software technology experience
- High activity and challenger mindset
- Quota model: 10% cost of sale (5% base and 5% commission)

Expanding our proven account management model across the globe

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Aconex account management

- Team focused on growth and retention of Enterprise Accounts
- Provides global visibility and confidence to customers.

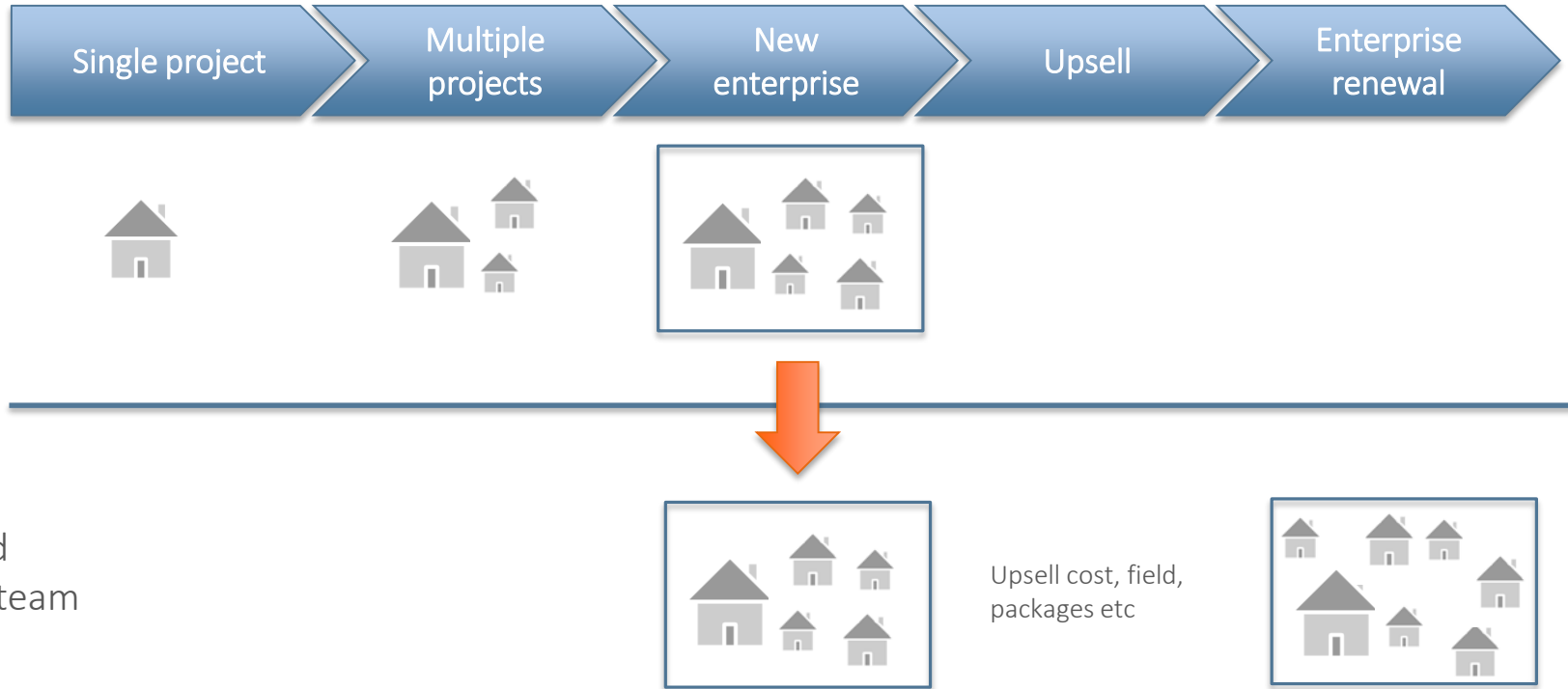
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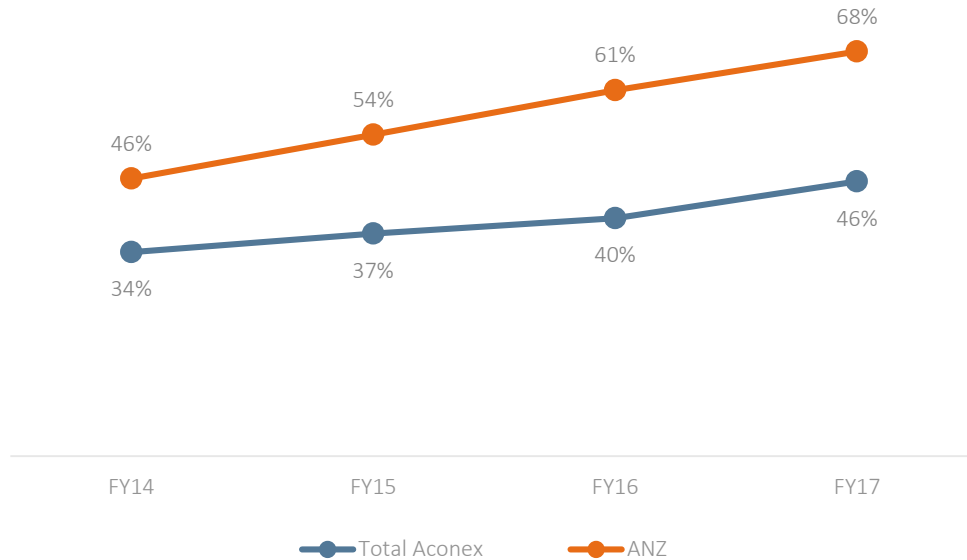
A 'typical' customer journey

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Aconex has been very successful transitioning project customers to enterprise agreements over time

Enterprise agreements¹
% of revenue



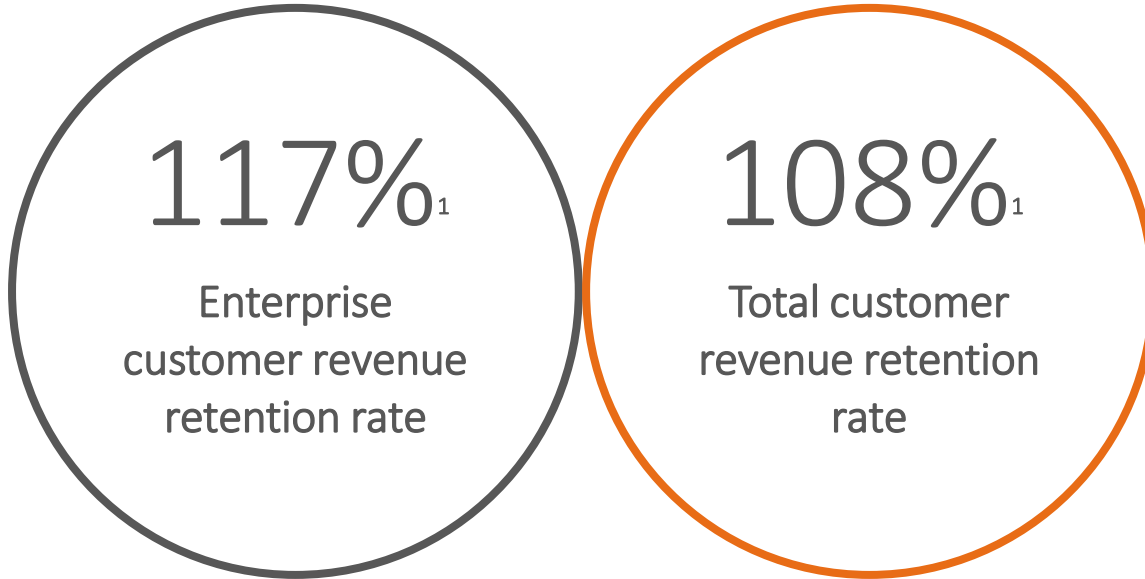
Benefits of enterprise agreements

- Standardisation
- Provide long-term revenue commitment and visibility
- Provide account growth opportunities
- Lower cost of service

¹ Aconex only.

Strong underlying customer retention growth metrics

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¹Retention rate is defined as the net % of Total Account Revenue retained from existing customers in 12 months, including expansion. Averaged over the last four years (FY13 to FY17).

Investing for growth - International markets



Henry Jones,
Executive Vice President,
International Growth



Project name: Riyadh Metro | Industry: Road & Rail
Location: Riyadh, Kingdom of Saudi Arabia

Agenda

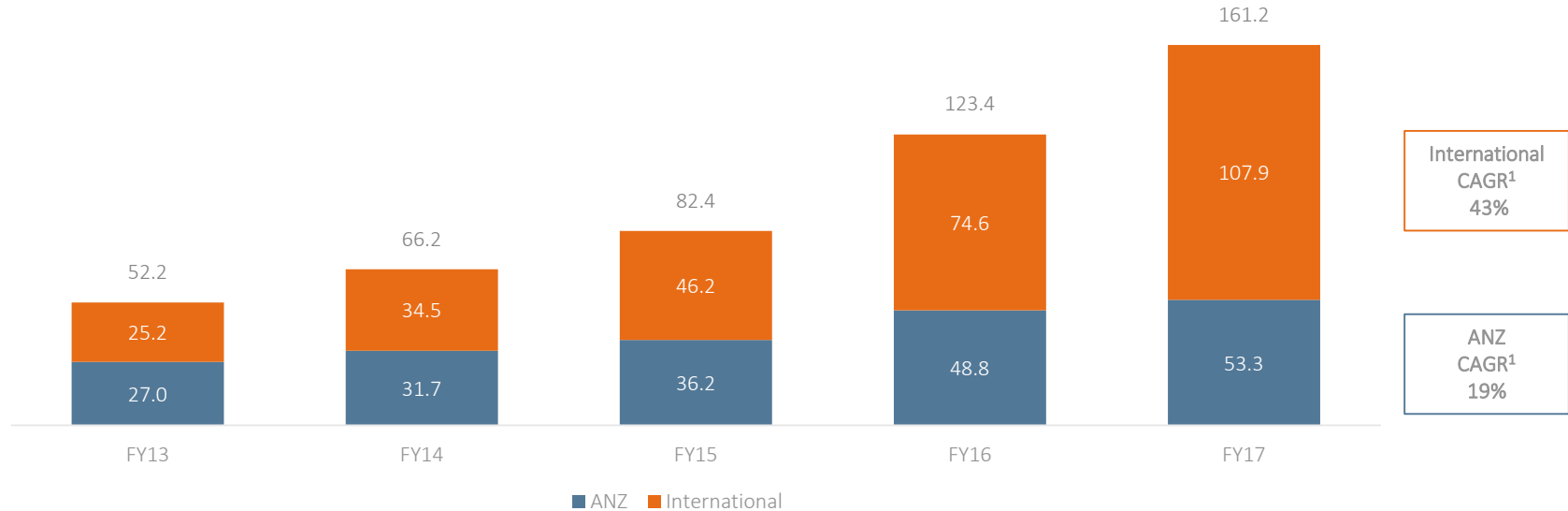
- ① Global leadership
- ② Targeted initiatives to drive productivity and global standardisation
- ③ The international market opportunity

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International revenue is now ~70%

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Revenue - ANZ and International
\$ millions



¹ CAGR: Compound Annual Growth Rate FY13 to FY17.

We are the global #1 and have a growing international customer base

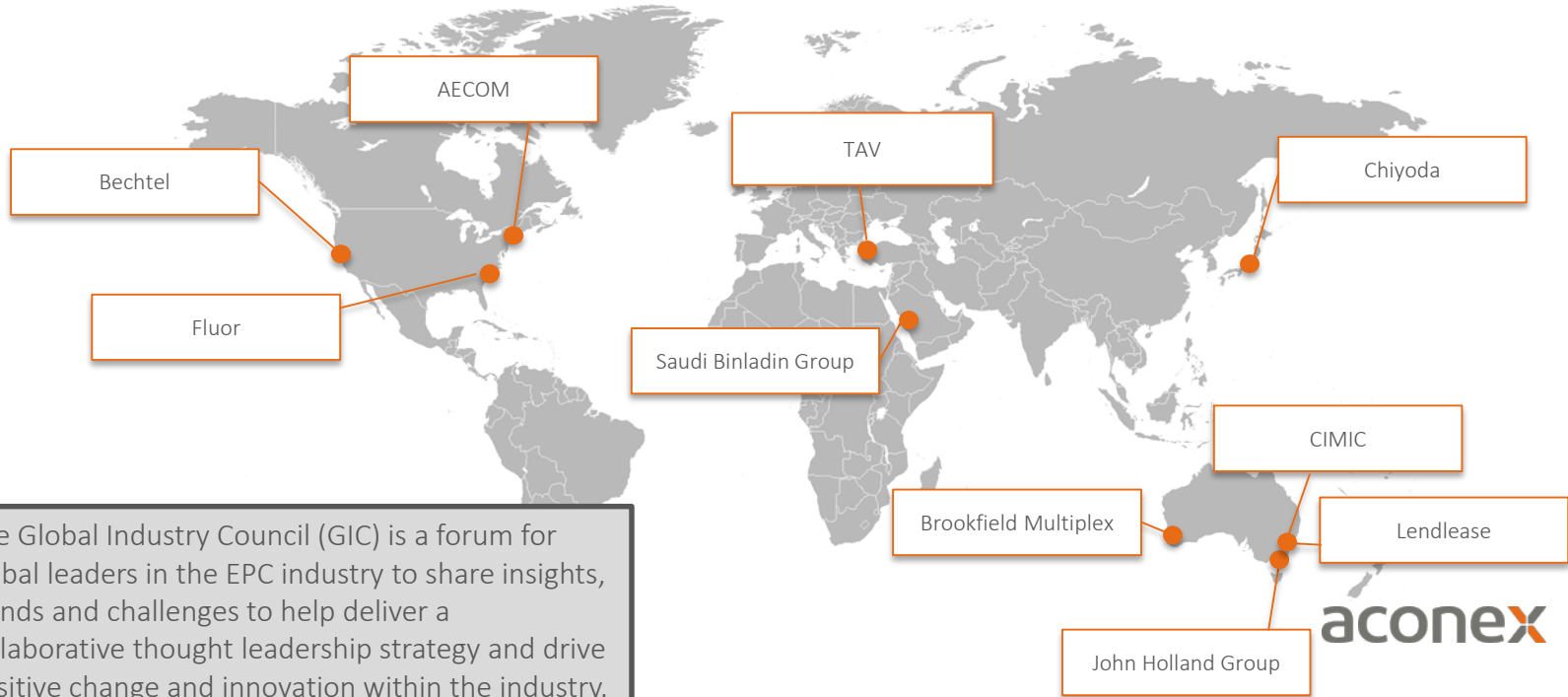
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Working with global leaders to transform the industry

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Global Industry Council (GIC) members



The Global Industry Council (GIC) is a forum for global leaders in the EPC industry to share insights, trends and challenges to help deliver a collaborative thought leadership strategy and drive positive change and innovation within the industry.



Driving innovation and delivering collaborative thought leadership

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The GIC provides opportunities for all members to:

- Contribute to advancing and transforming the industry;
- Establish relationships with like-minded individuals in a confidential and vetted environment;
- Share insights and perspectives about best practice and the future of the industry; and
- Co-create thought leadership content.

Agenda

①

Global leadership

②

Targeted initiatives to drive productivity and global standardisation

③

The international market opportunity

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Four overarching goals, tailored for each region

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Adopting a flexible approach to accommodate unique market characteristics including:

Construction market

Market maturity

Competitive landscape

Customers

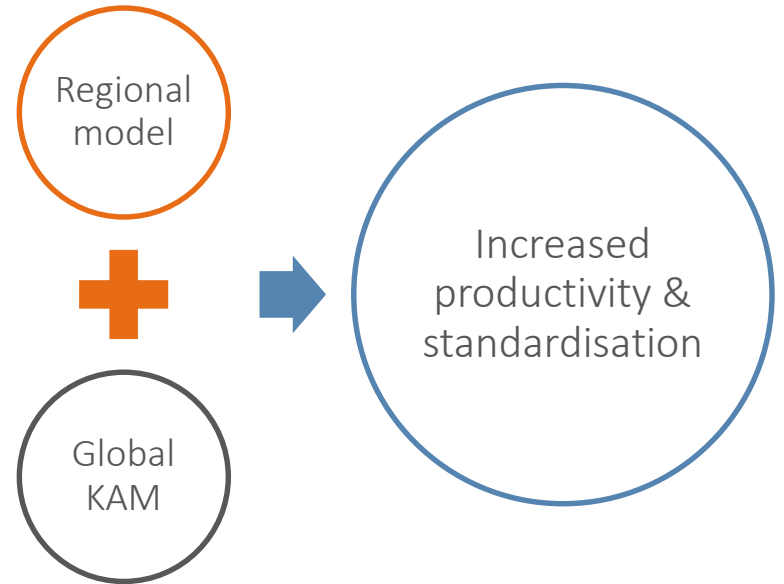
Key Account Management (KAM) – a global approach leveraging the best of the regional model

Regional model benefits

- Local sales team and relationships
- Local service delivery and professional services capabilities
- Local marketing

Global KAM benefits

- Streamline global account coordination
- Standardise and simplify
- Support large EPCs and increase enterprise volume
- Drive upsell
- Leverage global relationships



The plan for standardisation



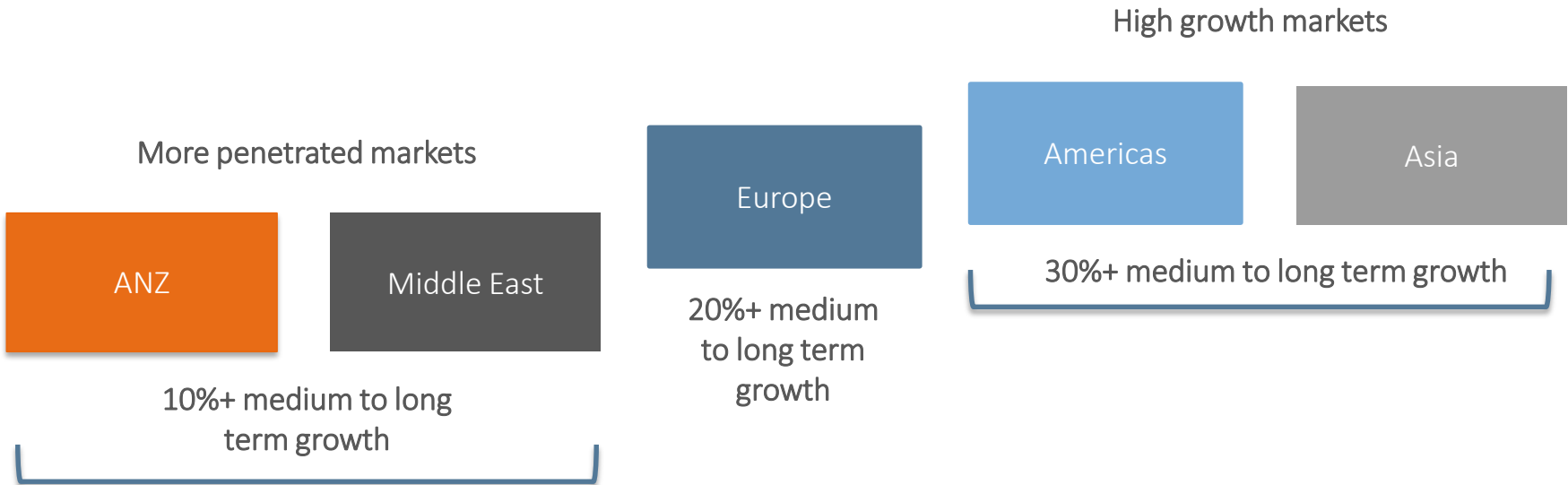
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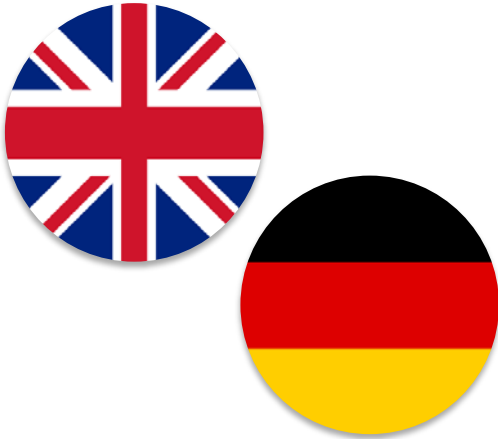
Future growth will come primarily from international markets

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We are focusing our investment in four countries

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UK and Germany



USA



Greater China

UK & Germany: significant committed and planned infrastructure investment



Market overview

Europe is the second largest construction market after Asia¹

European companies account for 16% of the world's top 400 contractors²

Forecast infrastructure investment to 2039³
UK US\$1.7t
Germany US\$1.5t



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

² ENR 2016 Top Global Contractors Report.

³ Global infrastructure outlook - A G20 initiative <https://outlook.gihub.org/>.

Leveraging our leadership position

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Key initiatives		
Leverage combined business synergies	Build a strong client reference base	Win with Connected Cost e.g. project controls
Building a high quality sales team	Target Aconex sweet spots e.g. Infrastructure, Global Key Accounts	Build Aconex brand awareness

US infrastructure investment is growing

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Market overview

US\$1.3t¹ market

Forecast infrastructure investment of US\$8.5t to 2039²

Home to many of the world's largest EPCs

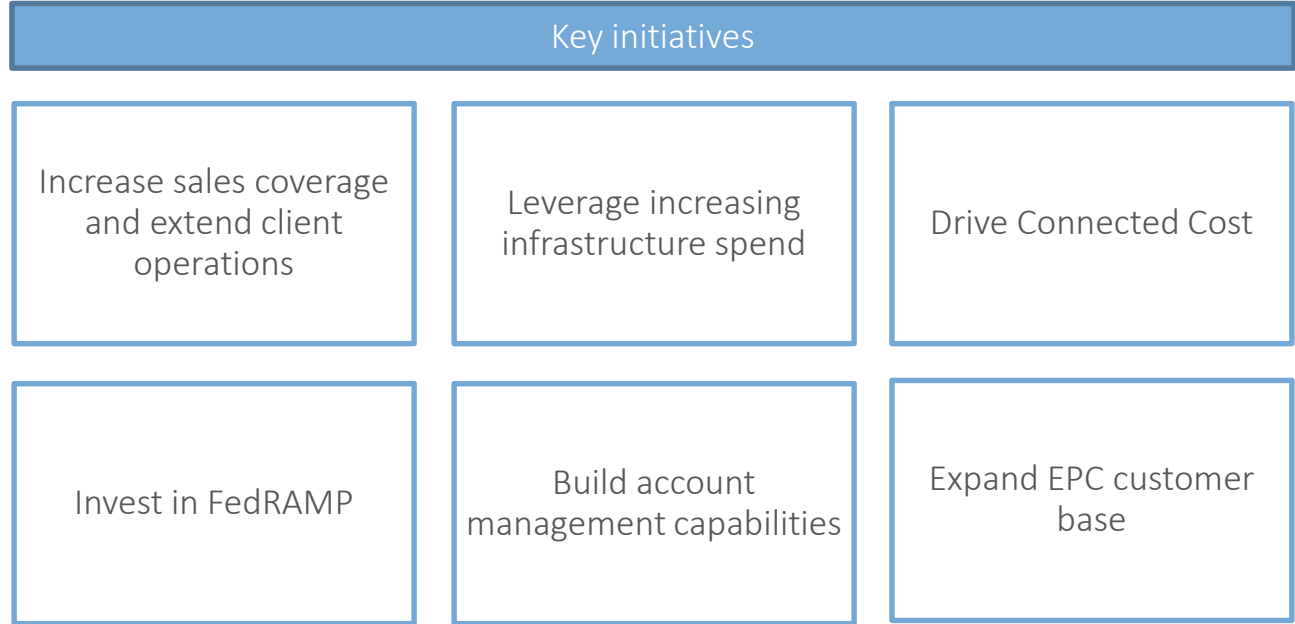


¹ Global Construction Perspectives and Oxford Economics, Global Construction 2030, November 2015.

² Global infrastructure outlook - A G20 initiative <https://outlook.gihub.org/>.

Leveraging our leading customer network

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China: huge market with increasing adoption of technology



Market overview

World's largest construction market

41% of total global construction¹

Four largest contractors in the world and seven of the top 20²

Forecast infrastructure investment of \$26t to 2039³



¹ Global Construction Perspectives and Oxford Economics, Global Construction 2030, November 2015.

² ENR 2014 Top Global Contractors Report.

³ Global infrastructure outlook - A G20 initiative <https://outlook.gihub.org/>.

Expanding our partner ecosystem to grow the network

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Building the platform for long term international growth

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Continue development of world class sales talent

Boost global sales productivity & velocity

Global standardisation & consistency of sales

Leverage global scale & capabilities

Closing remarks



Leigh Jasper
Chief Executive Officer &
Co-Founder



Project name: St James Group Albert Embankment
Industry: Residential & Commercial | Location: London, England

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