AFTER A FEW MONTHS OF COMBINED OPERATIONS, THE "NATURAL FIT" BETWEEN OUR TWO BUSINESSES HAS ALREADY TRANSLATED INTO REVENUE SYNERGIES THROUGH JOINT BIDDING ACTIVITY AND OPPORTUNITIES WHERE WE WOULD NOT HAVE HAD INVOLVEMENT AS STANDALONE BUSINESSES.

This connectivity will be one of the key elements of our organic growth. We have already identified various key areas that should be fertile ground for ongoing collaborations and revenue synergies, such as:

- Combining rail and property skills for both government and contractor clients:
- Further developing collaborative contractor/developer relationships in civil/infrastructure and buildings;
- Leveraging Canadian mine process skills in support of Australian resource clients.

GOING FORWARD

As we move into 2015, our objective is to ensure that our people work closely together as we continue to drive our respective strategies with the objective of focusing our efforts on revenue synergies. Given the depth of knowledge among the teams, our senior leadership appointments have already captured the best from both businesses. We will continue to leverage the progress we have made towards integrating our expertise and people. I am convinced that our integrated business will offer potential for growth as well as enhanced opportunities for our people. After a few months of working as a team, it is now evident that the strategic rationale behind the WSP and Parsons Brinckerhoff merger is perfectly encapsulated across our region, where our complementary capabilities already resonate with many clients.

In 2015, we will continue to strengthen our client offering by providing greater value not only in our portfolio, but also in our operational and management practices.

The long-term drivers for infrastructure investment remain positive and I have full confidence that the combined entity of WSP and Parsons Brinckerhoff will provide us with further resilience and a strong platform for growth. In addition, our ability to serve clients and pursue iconic projects will be enhanced and our employees will have better professional development opportunities.

GUY TEMPLETON

President and Chief Executive Officer, Asia Pacific