



2010

ANNUAL  REVIEW

2010

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PHOTO: Old Mandurah Traffic Bridge Replacement, WA





ABOUT US ↗

Georgiou provides a diverse range of civil and building construction services to government and private clients across Australia.

With a focus on achieving excellent results for its clients and pursuing innovative solutions, while remaining focused on first class safety outcomes, Georgiou boasts more than 40 years' experience in delivering major projects across Australia.

In the civil sector, we provide contracting services to the following markets: transport - road and rail, urban development, industrial, agricultural, mining, defence and water.

In the building sector, we provide contracting services to the following markets: residential, commercial, health, retirement and aged care, retail, education, industrial, mining, public infrastructure and defence.

With offices around Australia, Georgiou has a directly employed workforce of more than 600 people and aims to be *'the best people to work with'*.

Revenue

\$574
MILLION 2017: \$417M

Work-in-hand

\$500
MILLION 2017: \$543M

41 YEARS OF
OPERATION

“Liv Apartments is showing national leadership with a development that has been designed to create a community with a diverse range of healthy and sustainable living options within the existing Fremantle suburban area.”

- Bioregional Australia Foundation Executive Director Suzette Jackson, Business News 2018

PHOTO: Liv Apartments, WA

The best people to work with ↗

OUR VALUES



SAFETY
Safety is My Way



PROFIT
I value profit and make every dollar count



RELATIONSHIPS
We build lasting client and subcontractor relationships through trust and performance



PEOPLE
The best people to work with



INNOVATION
Innovation powers growth

PHOTO: DFO Perth, WA



CHAIRMAN'S COLUMN

It's a great privilege for me to report, for the first time, from my new role as Chairman - a move that comes after 20 years as CEO at Georgiou Group. From the outset, I want to acknowledge the contribution of my predecessor, Gerhard Vorster, who has led the Advisory Board for the past two years. I thank Gerhard for his incredible contribution to the Board and his advice and guidance during this transition. Fortunately, Gerhard will remain on our Board to continue offering his strong leadership and wise council until June 2019.

I also want to take this opportunity to again congratulate new CEO Rob Monaci on his new position. Deciding who can replace you as CEO is difficult for any Board yet this decision was very easy due to Rob's commitment and dedication to Georgiou over the past few years. I'm confident he will be successful in leading Georgiou into the next phase of our growth and it's reassuring to know that I've moved into this role having left a business with a strong culture and great team in place.

THE YEAR IN REVIEW

When I reflect on the past 12 months, it's been a year of change for Georgiou. We said farewell to a number of senior managers while promoting from within and maintaining the great company culture Georgiou is known for. We also delivered iconic projects in WA's first Direct Factory Outlet, Warrego Highway Upgrade Stage 2 (QLD), Telegraph Road Upgrade Stage 1B (QLD), Marble Bar Road Diversion (WA), Northern Road Upgrade Stage 1 (NSW), Liv Apartments (WA), Grong Grong Curve Realignment (NSW), Ellenbrook Water Tank (WA), Scarborough Beach Redevelopment (WA) and numerous contracts for Tianqi Lithium (WA). These were technically complex projects that required strong construction management and our teams rose to the challenge. We also continued works on a number of WA land developments for key clients Stockland and LendLease. Our collaborative approach to project delivery resulted in the award of a number of Early Contractor Involvement contracts that we converted and are currently delivering.

A key element of our business strategy was to continue our growth on Australia's East Coast - the success of which has surpassed our wildest imaginations. Through consistent delivery on time and on budget, our reputation in the transport sector is growing and our relationships with our clients remains strong.

Our Building business celebrated their 10th anniversary in June which is an incredible achievement for any business. When I reflect back over the past 10 years and the projects we've been fortunate enough to deliver, I'm amazed at how far we've come. Starting out as a small commercial builder, we pushed into new markets and regions and have now extended our expertise across Australia. I'm confident this is only the beginning of our journey as a builder.



“A key element of our business strategy was to continue our growth on Australia's East Coast - the success of which has surpassed our wildest imaginations.”



PERFORMANCE

I'm pleased to report our revenue for FY18 sits at \$574 million, with the majority of our businesses reporting improved profitability. We have continued our practice of only bidding for work on projects that are best aligned to our capabilities. Our year end work-in-hand remains at \$500 million heading into FY19 having recently secured Windsor Bridge Replacement (NSW), New England Highway Upgrade at Bolivia Hill (NSW), Marina East Apartments (WA) and Northern Road Upgrade Stage 4 (NSW) in the final quarter of the year.

MARKET OVERVIEW

The Australian construction market is forecasting a continued solid uplift over 2018 and 2019 which is being led by a strong pipeline of mining infrastructure projects and significant growth in government infrastructure work. Engineering construction will remain a key driver of growth, both for Australia and Georgiou, while commercial building activity is poised to experience stronger conditions over the next two years as more projects receive the go ahead.

LOOKING FORWARD

It is evident our success over the past year has been achieved through discipline and focus. Today, Georgiou is clearly focused on its chosen markets, securing work through our collaborative approach with our clients and continuing to retain and recruit the best people in the industry.

In closing, I'd like to take the opportunity to welcome our newest non-executive board member - Brian Riggall - who joined us in May 2018. Brian brings his strong knowledge of strategy and execution to the role. Additionally, I'd like to thank outgoing non-executive member Joe Trio who has been an instrumental member of the Advisory Board since its inception in 2003.

As we move to a more formal board and under new leadership, we believe the measures we have taken in the past year have placed the business in a strong position for the future.

John Georgiou
Chairman, Board of Directors



CEO REVIEW

As my first annual column as CEO, I'm pleased to report that Georgiou has delivered improved financial results in FY18, increasing our profit whilst stabilising our growth across the country. Also, the award of three key projects in June 2018 - Roy Hill Bridge (WA), Perth Airport Skybridge (WA) and The Northern Road Stage 4 (NSW) - has assisted Georgiou in securing our work-in-hand for 2018/19.

Over the next 12 months, my focus will be on engaging with our people through regular site visits while supporting our project teams to deliver these projects successfully. I will also work closely with our tendering teams to secure sufficient work to surpass our budget revenue in 2018/19. As we secure more work, my focus will also extend to supporting our operations team to deliver these projects profitably and to the client's requirements.

OUR BUSINESS

As always, we remain focused on securing repeat work, successfully delivering our projects and strengthening our relationships with clients. Our growth in our Queensland and New South Wales businesses continued with the teams successfully delivering a number of key infrastructure projects across the coast such as Telegraph Road Upgrade Stage 1B (QLD), Warrego Highway Upgrade Stage 2 (QLD), Grong Grong Curve Realignment (NSW) and Northern Road Upgrade Stage 1 (NSW). These businesses have secured a number of projects in recent months including New England Highway Upgrade at Bolivia Hill (NSW), Windsor Bridge Replacement (NSW), M1 Weakleys Drive Intersection Upgrade (NSW), Green Camp Road Corridor Upgrade (QLD) and Green Bridge (QLD). In the west, our building business celebrated its 10th anniversary in what still remains a very challenging economy. To their credit, the building team secured WA's first Direct Factory Outlet, a number of promising Early Contractor Involvement contracts in the transport and residential sectors, and has recently celebrated reaching practical completion on the Prime House and Liv Apartment projects. For the first time in close to three years, our civil business headed back up north after securing the Marble Bar Road Diversion contract for Roy Hill. The team also adapted to new sectors such as agriculture and industrial, securing the Tianqi Kwinana and Greenbushes projects and, more recently, numerous grain terminal expansions for CBH Group.

A CULTURAL SHIFT

For the past two years, Georgiou has been on a journey to define how we operate as a business. In February, we officially launched our new company values - Georgiou Way. These values of safety, profit, relationships, people and innovation are each supported by a set of behaviours that we expect from our people.

Quite simply, Georgiou Way is how we do business; our values support our vision to be 'the best people to work with', shape our culture and guide our decision-making process.

“As we secure more work, my focus will extend to supporting our operations team to deliver these projects profitably and to the client’s requirements.”



PEOPLE

In FY18, we launched Connected People - a new approach which drives a connection between our people and the *Georgiou Way* through regular performance and development conversations that have clear outcomes. As part of this framework, we introduced a new performance appraisal system and clearer tools for managers to assist their people to grow. At Georgiou, we have a strong commitment to retaining, recruiting and developing the best people in the industry. As evidence of this commitment, we pledged to complete 100% of performance appraisals - a target we proudly achieved. Our people are the foundation of our success and, on behalf of the entire Leadership Team, I want to thank them for their dedication and hard work over the past 12 months.

OUTLOOK

FY19 will be a big year for infrastructure spend across the country, with each state government committing to large transport projects across road and rail. For Georgiou, our focus will be on targeting the right projects, delivering these to a high standard and growing our people. Georgiou has strength and depth in its leadership, a positive culture and a business that is well positioned in each of its chosen markets. Bring on FY19.

Rob Monaci
Chief Executive Officer

PHOTO: Northern Road Upgrade Stage 1, NSW





SUSTAINABILITY

3,476,275
MANHOURS WORKED



20
INDUSTRY AWARDS



19 GRADUATES
17 CADETS
30 TRAINEES
5 APPRENTICES

18% FEMALE | 82% MALE

67% SALARIED
23% WAGES
TRIFR 8.05

636



EMPLOYEES
FY18 AS OF 30 JUNE 2018

The best people to work with

BOARD OF DIRECTORS



BRIAN RIGGALL
Non-Executive Member

GERHARD VORSTER
Non-Executive Member

ROB MONACI
Chief Executive Officer

JOHN GEORGIU
Chairman

SPIRO GEORGIU
Non-Executive Member

LUI GIULIANI
Non-Executive Member

LEADERSHIP TEAM



Gary Georgiou
EGM Eastern Region
BE (Civil), FIEAust, CPEng, EngExec

Gary has more than 20 years' experience in the construction industry both as a professional engineer and business leader. Gary is responsible for Georgiou's eastern operations, ensuring the company is well-positioned to capitalise on opportunities across the government and private sectors.

Lambros Siamos
EGM Shared Services

BE (Construction), GMP (Harvard Business School)

Lambros has worked with Georgiou for more than 25 years in project, pre-contracts, management and executive roles. Lambros' current role manages the shared services functions of business improvement, human resources, health, safety, quality and environment. His role includes tender governance and review of the group's work-in-hand.



Scott Morris
Chief Financial Officer
B.Bus CPA

Scott has more than 19 years' experience as a finance professional across a number of different industries. He is responsible for the management of the finance, ICT and strategic planning functions at Georgiou.

Steve Okill
GM Building

BAppSc (Construction Management and Economics); SDCP; Dip. AppSc (Building)

Steve is an experienced project and construction management executive with more than 20 years' experience in the development and delivery of projects for a wide client-base, both domestically and internationally. In his current role, Steve is responsible for the management of Georgiou's building business.



Steve Tennant
EGM Infrastructure/Engineering
BSc Hons, MIEAust, CPEng, PMP

Steve has more than 30 years' experience in an engineering capacity and is responsible for the management of Georgiou's infrastructure and engineering businesses in WA which operate in urban development and regeneration and water infrastructure.

Tony Vowles
Chief Risk Officer

B.Comm, Cert. Construction Law, Dip. Company Sec Prac, Dip. Adv Mngt, LLM, EMBA, FCSA, FCIS, MAICD

With more than 30 years' experience in the area of commercial and risk, Tony leads the Company's risk, insurance department, company secretariat and oversees the communications function.





PHOTO: Ellenbrook Water Tank, WA

PROJECTS ↗

8.0
CLIENT SATISFACTION SCORE

1100
ITEMS OF PLANT



REPEAT WORK
95%
TOTAL PROJECTS
46

AWARDED

- BOLIVIA HILL
- CBH VARIOUS
- GREEN BRIDGE
- GREEN CAMP ROAD
- GREENBUSHES
- M1 WEAKLEYS DRIVE
- NDRRA PROJECTS
- PAPL SKYBRIDGE
- PERTH DFO
- RAAF VARIOUS
- SUBIACO DRAINS
- TIANQI LITHIUM PLANT
- WINDSOR BRIDGE

The best people to work with ↗

OUR BUSINESSES

Building



PHOTO: DFO Perth, WA



PHOTO: Liv Apartments, WA

Celebrating 10 years as a building business, 2018 marked an entry for Georgiou into the retail and industrial sectors. Georgiou's early contractor approach resulted in a number of projects converted from tender to contract.



600 personnel at peak



4,409m² of concrete



First retail development

DIRECT FACTORY OUTLET

Georgiou was awarded the coveted contract to design and construct Western Australia's first Direct Factory Outlet for client, Vicinity Centres, in July 2017. Valued at circa \$69M and with more than 24,000m² of gross lettable space, DFO provides 113 tenancies comprising specialty fashion outlets, food and beverage retailers and 1,500 parking spaces.

At the official opening, Perth Airport Chairman Nev Power commented on Georgiou's ability to deliver this project on time, budget and, most importantly, to a high safety standard.



150 personnel at peak



One Planet Living certified



2018 UDIA award winner

LIV APARTMENTS

Georgiou recently delivered the Liv Apartments project for Defence Housing Australia, valued at circa \$61M.

Awarded in September 2016, the development is located in Fremantle and included 166 one, two and three bedroom apartments together with associated private basement car parking across three split levels. The project featured environmental, energy and water saving initiatives intended to reduce household bills, waste and energy consumption. These included solar panels, edible gardens, landscape irrigation, a waste reduction strategy, energy saving ceiling fans and a public plaza space with lawn. The project utilised a number of recycling measures in its structure, such as recycled timber and bricks from the original worksite.

Liv Apartments is also the first apartment development in Western Australia to be registered in the One Planet Living program.

PRIME HOUSE OFFICE DEVELOPMENT

In May 2018, Georgiou delivered the circa \$32M multi-storey office development for client PrimeWest.

This 17,808m² GFA eight storey building, included base build with basement, fuel tanks and pump room (250m²). The ground level consisted of a commercial tenancies, end-of-trip facilities and commercial office space. Levels 1 and 2 include parking for 150 with Levels 3 to 7 commercial office space.

Georgiou utilised innovative construction techniques including the use of transfloor precast flooring. Additionally, the curtain walled façade was installed internally, improving safety and reducing reliance upon the tower crane.



100 personnel at peak



green star rating



NABERS



PHOTO: Prime House, WA

TIANQI LITHIUM NPI

After a successful ECI process in early 2017, Georgiou was awarded the design and construct contract, valued at \$17M.

The scope of works included the design and construct of the new office, training, security, warehouse storage, laboratory and control room building for Tianqi Lithium.

A key to converting this project from tender involved more than 10 months of engagement with Tianqi and MSP Engineering, with preliminary cost planning, technical advice, value engineering and staging advice being provided towards achieving Development Approval for the project.



80 personnel at peak



8 buildings



50% recycled material



PHOTO: Tianqi Lithium NPI, WA

OUR BUSINESSES

Civil

FY18 saw Georgiou continue to build on their reputation of strong project management and delivery across road and bridge projects, as well as urban development and remediation.



PHOTO: Pimlico to Teven, NSW



2 bridges

PIMLICO TO TEVEN STAGE 3

The Pimlico to Teven Stage 3 project, valued at circa \$44M, involves the construction of a 2km section

of the southbound carriageway on the Pacific Highway between Pimlico and Teven in the far north coast region of NSW. The project, part of the \$4.3 billion Woolgoolga to Ballina Pacific Highway Upgrade, involves the construction of the final southbound carriageway including demolition and reconstruction of two bridges, earthworks and realignment of a new permanent junction with Pacific Highway.

The project operates within a narrow site boundary, forcing works to run in close proximity to high impact ground treatment equipment and public traffic interactions. Additionally, the team faces challenges associated with working over water and inclement weather.



>1.2km below ground bored piling



12,500 vehicle movements per day



PHOTO: Telegraph Road Stage 2, QLD

TELEGRAPH ROAD STAGE 2

After the successful completion of Stage 1B, Georgiou is now delivering Stage 2, valued at circa \$41M for Brisbane City Council.

Stage 2 connects directly into Stage 1B (Norris Road to Mustang Street) and includes the construction of a four-lane median-divided carriageway; removal of the existing roundabout and installation of traffic signals; construction of a four-lane median-divided carriageway at Lemke Road from Telegraph Road to Tallowood Place, with double right-turn lanes and a four-lane bridge; new shared pathways, path linkages and cycle lanes; and the upgrade of the cyclist/ pedestrian underpass on Depot Road.



3-span bridge



2km four-lane median divided carriageway



17,000 vehicle movements per day



PHOTO: Marble Bar Road, WA



14km of road



180,000m³ cut



212,000m³ fill

MARBLE BAR ROAD DIVERSION

Returning to WA's north in late-2017, Georgiou has recently completed the Marble Bar Road Diversion for client Roy Hill Iron Ore, valued at circa \$21M.

The existing Marble Bar Road was re-designed over a total length of approximately 14km in order to bypass the Roy Hill Mine Site.

Scope of works included construction of a new sealed road including three intersections; establishment of all construction infrastructure; bulk earthworks including cut and borrow to fill; pavement material production through crushing and screening processes; drainage including cast in-situ concrete headwalls over multi-barrel culverts; and sealing and road furniture.

GOLD COAST - SPRINGBROOK ROAD

Georgiou is currently delivering the Gold Coast-Springbrook Road project, valued at circa \$16M, as part of the Natural Disaster Recovery and Reconstruction Arrangement (NDRRA) which is jointly funded by the Australian and State Government.

Remedial works are required to repair slope failures which occurred during the ex-Cyclone Debbie rain event in 2017, which comprise of erosion, debris slides and rock falls above and below the road.

The project involves 18 major and 35 minor slope rectification works across 14 sites in a 10km section along the Gold Coast-Springbrook Road. This includes reconstruction of pavements, drainage and roadside furniture; construction of gabions, rockfall and shotcrete retaining structures; installation of soil nails, rock bolts, Rockfall mesh and debris flow fences; hydromulching and erosion control matting.

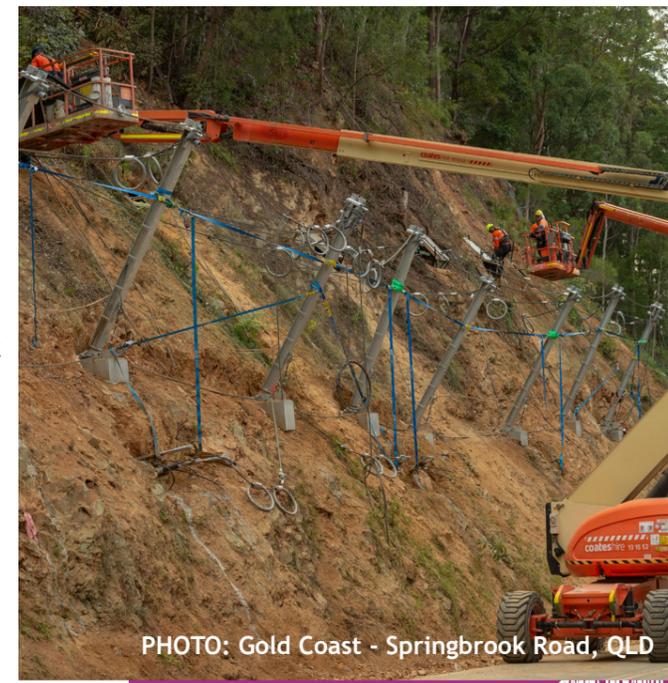


PHOTO: Gold Coast - Springbrook Road, QLD



NDRRA contract



2,600 soil nails



7,300m² Greenax mesh

PHOTO: M1 Weakleys Drive, NSW



M1 WEAKLEYS DRIVE INTERSECTION UPGRADE

Awarded in January 2018, the circa \$14M project involves roadworks and associated works to upgrade a roundabout to a signalised intersection on the M1 Pacific Motorway between Weakleys Drive and John Renshaw Drive at Beresfield in NSW.

In particular, conversion of the existing two-lane roundabout to a four-way signalised intersection; construction of two through lanes on all four approaches; additional turning lanes and slip lanes as well as several utility relocations.

This project is part of three current Roads and Maritime Services' projects to upgrade the M1 Pacific Motorway and is critical to the success of the motorway as this intersection has restricted traffic flow from M1 and is due for completion by Christmas 2018.

CALLEYA ESTATE

Since 2013, Georgiou is currently work with our client Stockland on their Calleya Estate project in Perth's south.

To date, Georgiou has delivered numerous residential estates including earthworks, civil works, drainage and services installation and roadworks, valued at circa \$61M.

The project team has faced several environmental challenges including substantial remediation of asbestos impacted material and buried organic material. Additionally, the site's high water table and aquifer have required treatment of acid sulphate soils.

Another challenge involved the discovery of an additional 30,000m³ of uncontrolled fill, with several thousand cubic metres of cut-to-fill and cut-to-stockpile scope added during the project. Despite the challenges, Georgiou re-scheduled works to ensure concurrent activities could be performed to avoid any delays to programme, while putting personnel safety at the forefront and enforcing exclusion zones for heavy plant haulage.

Georgiou is currently delivering numerous land development work for Stockland including Piara Waters and Newhaven estates in WA.

PHOTO: Calleya Estate, WA



30,000 vehicle movements per day (15% heavy vehicle)



13,000T asphalt



15,000m³ earthworks



multiple stages



800 lots to date



2018 CCF Supervisor of the Year

ELLENBROOK WATER TANK

Georgiou has recently delivered the design and construct contract for the Ellenbrook Water Tank and associated works for client Water Corporation, valued at circa \$14M.

The project involved the construction of an 80 million litre capacity water storage tank, earthworks, construction of the dosing building, all lead-in piping to the tank (inlet and outlet) and associated roadworks.

Georgiou's precast business manufactured the 80 side panels as part of the concrete package with the remaining concrete poured in-situ.

Challenges faced on the project included the sheer size of the panels, diameter of the tank and roof, 12-hour slab pour, modularised roof which was installed one at a time (weighing 15 tonnes each) and an accelerated construction programme.

The project team overcame these challenges to deliver the largest concrete tank ever constructed by Georgiou and the Water Corporation, measuring approximately 90 metres in diameter and 14 metres in height.



largest water tank in WA



1,260m³ of concrete

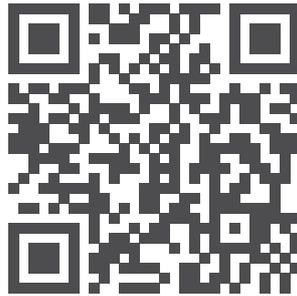


96,000m³ cut-to-fill

PHOTO: Ellenbrook Water Tank, WA



Georgiou



The best people to work with

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