

AGM19

Annual General Meeting

10 October 2019

Presenters:

Michael Alscher, Chairman

Ian Ball, CEO & Managing Director

 **Cardno**[®]



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COVER IMAGES

Top Left: *Cardno is working with the Governments of Australia and Indonesia to support strong, sustainable and inclusive economic growth in Indonesia.*

Top Right: *Cardno not only provided civil engineering services for the Sienna Wood Explorer Park public space, but worked with Stockland to create an immersive design experience using Virtual Reality technology and BIM.*

Bottom Left: *Cardno Geologist and Environmental Scientist Danyelle Philips collecting soil samples for testing, Charlottesville, Virginia.*

Bottom Right: *Cardno senior project scientist Benjamin Harvey performing a wetland delineation for Henke Development Group, Westfield, Indiana.*

Items of Business



ITEM 1

Financial Statements and Reports

- > To receive and consider the Company's financial reports and the report of the Directors and the Company's auditor contained in the Company's Financial Report for the financial year ended 30 June 2019.

RESOLUTION 1

Re-election of Michael Alscher

> To consider and, if thought fit, to pass the following as an ordinary resolution:

‘That Michael Alscher, a Director retiring by rotation in accordance with rule 19.3(b) of the Constitution and Listing Rule 14.4, and being eligible for re-election, be re-elected as a Director.’

Proxies Received	For	Against	Abstain	Open	Excluded
# Votes cast	287,246,886	90,945,721	272,724	986,911	N/A
% of Votes able to be cast	75.76%	23.98%	N/A	0.26%	N/A

RESOLUTION 2

Re-election of Neville Buch

> To consider and, if thought fit, to pass the following as an ordinary resolution:

‘That Neville Buch, a Director retiring by rotation in accordance with rule 19.3(b) of the Constitution and Listing Rule 14.4, and being eligible for re-election, be re-elected as a Director.’

Proxies Received	For	Against	Abstain	Open	Excluded
# Votes cast	364,501,011	13,687,454	276,067	987,710	N/A
% of Votes able to be cast	96.13%	3.61%	N/A	0.26%	N/A

RESOLUTION 3

Re-election of Nathaniel Thomson

> To consider and, if thought fit, to pass the following as an ordinary resolution:

‘That Nathaniel Thomson, a Director retiring by rotation in accordance with rule 19.3(b) of the Constitution and Listing Rule 14.4, and being eligible for re-election, be re-elected as a Director.’

Proxies Received	For	Against	Abstain	Open	Excluded
# Votes cast	364,497,628	13,688,059	276,067	990,488	N/A
% of Votes able to be cast	96.13%	3.61%	N/A	0.26%	N/A

RESOLUTION 4

Remuneration Report

- > To consider and, if thought fit, to pass the following resolution as a non-binding advisory resolution in accordance with section 250R(2) of the Corporations Act:

‘That the Remuneration Report contained in the Company’s Financial Report for the financial year ended 30 June 2019 be adopted.’

This resolution is subject to voting exclusions as set out at the end of the Notice of Meeting booklet.

Proxies Received	For	Against	Abstain	Open	Excluded
# Votes cast	258,204,638	119,972,627	125,556	999,896	149,525
% of Votes able to be cast	68.09%	31.64%	N/A	0.27%	N/A

Chairman's Address

Michael Alscher, Chairman



AGM Presentation

Ian Ball, CEO & Managing Director



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Cardno is a global provider of integrated professional services which enrich the physical and social environment for the communities in which we live and work. Our team of multidisciplinary specialists around the world has more than 70 years' experience in designing, developing and delivering sustainable projects and community advancement programs. Cardno is listed on the Australian Securities Exchange (ASX: CDD).

www.cardno.com



PEOPLE

6,000+



OFFICES

130+



COUNTRIES

100+

vision and values

We deliver value to our clients and shareholders through our key asset, **our people**.



Our Vision: To be leaders in improving the physical and social environment for people around the world.



Our Purpose: As a global organisation of talented people, we are united by our purpose: **Making a difference**.



Our Values: Everyone at Cardno shares our four core values and their underpinning beliefs.

Safety / Integrity / People / Excellence

North East Link

The Cardno team is proud to be partnering with CPB Contractors to deliver Melbourne's North East Link early works package. The early works include the design, development and removal, relocation and/or protection of multiple utility services, including transmission lines, electrical and telecommunication assets, water and sewerage assets, and drainage and gas pipelines. The North East Link Project is the biggest road transport project in Victoria's history. Once completed it will connect the M80 Ring Road with an upgraded Eastern Freeway.



Northwest Shelf Environmental Survey

Cardno was engaged by Quadrant Energy to undertake an environmental survey of representative subsea pipelines around Varanus and Airlie Islands, on the North West Shelf of Western Australia. The study was carried out to inform an assessment of fish assemblages along the pipelines, using baited remote underwater video stations (BRUVS). Our team also reviewed Health, Safety and Environment and Quality Management Systems to ensure compliance with Quadrant's requirements and up to date Oil and Gas Industry standards, including appropriate ISN Accreditation.



Bethel Cemetery Project

Cardno's cultural resources team excavated and relocated a historic cemetery at the Indianapolis International Airport. The project represents the largest cemetery to ever be archaeologically relocated in the State of Indiana. The recreation featured full cleaning of new and broken monuments and the installation of new benches, cornerstones, and memorial markers. Even previously unmarked graves received a headstone. The cemetery could not be avoided during essential infrastructure improvements. Cardno worked with the client and regulators on every aspect of the project.



USACE Europe

Cardno and Buchar Horn formed the Buchar Horn-Cardno Joint Venture to provide broad planning, architecture, and engineering capacity and capability for USACE (United States Army Corps of Engineers) Europe District and its customers. This contract allows the JV to offer an unusually comprehensive set of services. Various design work, planning services as well as environmental services were undertaken as part of the joint venture. Anti-terrorism measures including resistance to progressive collapse, blast resistant exterior doors and windows, exterior video and security lighting system, protective landscaping, and barrier protection will also be addressed.



Cities for Infrastructure Growth

The Cities for Infrastructure Growth (CIG) Programme will provide demand-driven technical assistance to governments, municipal authorities and public agencies to address constraints to private and public infrastructure investment. The purpose behind CIG interventions is to improve public sector capacity in urban management, power sector development and infrastructure service delivery, in order to make the investment environment attractive to private suppliers of capital.



Women's Leadership Initiative

The Women's Leadership Initiative (WLI) promotes a future generation of elite women leaders in Papua New Guinea and the Pacific region. It does this by identifying emerging women leaders from our region and exposing them to new ideas, providing coaching, and connecting them with influential women in Australia who mentor them to develop leadership skills. WLI helps these emerging leaders to build coalitions and networks to support and sustain their path to leadership.



Pacific Highway Upgrade: East Coast NSW

Construction Sciences has been involved in the Pacific Highway upgrade since 1993, when it started working on the Chinderah bypass. We are currently working on the \$4.9 billion Woolgoolga to Ballina section of the upgrade, providing a full range of services, including Construction Materials work, Environmental Monitoring and Geotechnical Engineering.



South Flank: Pilbara, WA

The South Flank Project is a \$4.9 billion optimisation and expansion of the BHP Iron Ore mine infrastructure. The development aims to alleviate strain on nearby mines in the area, and will integrate the latest advances in autonomous-ready fleets, digital connectivity and modular design. Construction Sciences has delivered multiple works packages across the site, including Earthworks & Concrete Testing, and Geotechnical Engineering.



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2019 Performance in Review



Cardno Group FY19 underlying EBITDAI of \$62.0m, at top end of market guidance range. Third year in a row hitting guidance. Focus of this presentation is FY19 results as the current combined entity.

- > Gross Revenue \$1,319.3m and Fee Revenue \$895.2m up 17.2% on prior year.
- > Underlying EBITDAI \$62.0m up 10.3% on prior year. Pro-forma (assumes full financial year contribution from Raba Kistner) EBITDAI ~\$68m.
- > Operating cash of \$40.8m (down 10.8% on prior year).
- > Completed four acquisitions expanding our Consulting Engineering footprint in Regional Victoria and the Florida Quays and our Construction Materials Testing footprint in the US and Australia.
- > Balance sheet remains strong, bank debt facility successfully renewed and increased (expires December 2021).
- > Continued varied performance:
 - Americas division performance continues to improve with revenue up 14.3% on prior year. EBITDA margin increased from 4.8% to 5.1%.
 - Asia Pacific revenues down 4.1% on prior year and EBITDA margin down from 5.6% to 4.5%, driven by the FY18 comparative being bolstered by a number of major projects that completed in 1H FY18, as well as implementation of operational disciplines and associated “project clean up”. Completed acquisition of regional Victoria engineering consultancy TGM. Division restructured in H2 with solid platform for growth going forward.
 - Construction Sciences now a materially larger business – doubling its revenue through organic growth in Australia and the acquisition of Raba Kistner in the US. EBITDA margin remains ~10%.
 - International Development revenue up 13.2% on prior year. EBITDA margin down from 3.4% to 1.2%, due in part to investment in business development.
 - PPI continues to rebound in performance and we expect this trend to continue.
- > Wind down of LATAM projects and operations is progressing broadly consistent with management expectations.
- > Backlog grew 14.7%, due to both the acquisition of Raba Kistner and TGM, and organic growth – notably in Government Services.
- > Cardno expects the total company FY20 EBITDAI to grow over the FY19 pro-forma EBITDAI. The extent of this growth will be driven by multiple factors including market conditions, client and business development, ability to improve margins, and acquisitions.

2019 Performance Overview



One of the most pleasing outcomes exiting FY19 is a very structured business with emerging momentum. Each division reached different milestones over the year.






Key milestones in FY19 at a **divisional level** include:

Asia Pacific	<ul style="list-style-type: none">> Restructure and alignment of operations within the division to capitalise on collaboration and client opportunities nationally.> Completed the acquisition of TGM, expanding our Consulting Engineering footprint in Regional Victoria> Implemented several important improvement initiatives including Key Accounts Program, Project Management Framework and an Australian Pricing Model
Americas	<ul style="list-style-type: none">> Significantly increased revenue and EBITDA exiting FY19> Focus on business development and growth initiatives that grew backlog> Implementing plans to improve two business units in Infrastructure
International Development	<ul style="list-style-type: none">> Performance continues to improve with new contract wins and cost management in turbulent market (Federal Election/BREXIT)> Investment in BD is starting to show 'green shoots' positive signs moving into FY20
Construction Sciences	<ul style="list-style-type: none">> Strong organic performance> Completed acquisition of Raba Kistner, significantly expanding our Construction Materials Testing presence in the US> Enjoying a favorable business environment with good business discipline> SureSearch aligned to Construction Sciences
PPI	<ul style="list-style-type: none">> Quality Assurance business yielding positive results> Core business stable and experiencing growth> Order book and general activity increasing as we exit FY19
LATAM	<ul style="list-style-type: none">> Continued wind down of operations with the roll off of projects in Caminosca. Exiting FY19 there are limited staff left in Caminosca> Modest expansion of the Entrix environmental sciences business into Peru strengthening margins and results

2019 Rebuilding Momentum (1/2)

We continue to make progress in setting up the business for a strong performance in FY20 and beyond, by implementing a number of specific actions to improve the business structure and excellence across our clients, people and delivery.







Key initiatives are:

 <p>Safety</p>	<ul style="list-style-type: none"> > Our continued focus has delivered an improvement in our Total Recordable Injury Frequency Rate (TRIFR) of 25% in our Consulting business, (Asia Pacific and Americas) and a 27% reduction in Construction Sciences. In addition, our International Development division continues to track well below industry standard and our PPI business has industry leading performance with a TRIFR of zero which it has maintained for the last three years 	<ul style="list-style-type: none"> ✓ Safety is one of our core values and remains a key priority for our entire business ✓ Our Zero Harm culture is strongly embedded in our business to ensure that our people come home from work safely every day
 <p>Client Excellence</p>	<ul style="list-style-type: none"> > Introduction of Key Account Program focusing on sustained advisory relationships > Extending roll-out of pipeline tool to Asia Pacific > Introduction of structured independent client feedback across the whole business 	<ul style="list-style-type: none"> ✓ All initiatives under Client Excellence have commenced and are progressing well. Pipeline Tool has been implemented in the Americas and APAC implementation will be complete in early FY20.
 <p>People Excellence</p>	<ul style="list-style-type: none"> > New Employee Value Proposition > Industry leading Paid Parental Leave Policies and Domestic and Family Violence Leave programs > Improved leadership engagement and communication > Introduction of clearer KPIs and personal development plans > Career path development > New focus on diversity and inclusiveness > Reduction in gender pay gap to become a leading performer 	<ul style="list-style-type: none"> ✓ All initiatives under People Excellence have commenced and are progressing well.
 <p>Delivery Excellence</p>	<ul style="list-style-type: none"> > Right sized and shaped Asia Pacific and some Americas business units > Launched project management framework in APAC > Launched Pricing model for margin management in Asia Pacific > Construction Sciences benefitting from operational disciplines implemented over the past three years > Completed Manila review to expand shared services 	<ul style="list-style-type: none"> ✓ All initiatives under Delivery Excellence have commenced and most have been implemented. New KPI's to be rolled out early FY20.
 <p>Business Structure</p>	<ul style="list-style-type: none"> > Consolidated APAC North and South into a single Division and rationalised P&Ls > Integrated TGM into our Victorian business > Aligned SureSearch to Construction Sciences 	<ul style="list-style-type: none"> ✓ Successfully implemented.

2019 Rebuilding Momentum (2/2)

We have made progress rebuilding financial performance during the year with continued focus on initiatives which drive stability, retention, governance and organic growth. No silver bullet initiatives, just initiatives to optimise performance and engagement.

Key initiatives at a **group level** are:

Finance	<ul style="list-style-type: none"> > Further work on development of Calumo (Business Intelligence Software) and other key indicators including Dashboards > Continuing work on transparency, KPI's and cost allocations 	 Calumo development work is ongoing.
Human Resources	<ul style="list-style-type: none"> > Gender Pay Gap analysis and progress towards closure > New inclusion and diversity strategy for 2019-2021 > New global mobility strategy 	 Ongoing in FY20.
HSEQ	<ul style="list-style-type: none"> > Updated our Zero Harm Leading Actions and launched them with a global safety video 	 Implemented successfully
Digital enablement and IT	<ul style="list-style-type: none"> > Appointment of CDO and CTO to drive Digital Transformation and innovation. Digital programs are being implemented with positive initial results > Completion of future IT architecture will drive enterprise system improvements to support digital capability 	 These initiatives are ongoing into FY20.
Marketing	<ul style="list-style-type: none"> > New global company web site launched 	 Launched successfully
Training	<ul style="list-style-type: none"> > New leadership capability framework and training > New project management training program for Asia Pacific region. In FY20, this will be made available to the rest of the business 	 Ongoing in FY20. In FY20, this will be made available to the rest of the business

Acquisitions

Continuing our disciplined approach to acquisitions, Cardno made four conservatively funded on strategy bolt-on acquisitions in the financial year. All are performing close to or ahead of plan.



On **1 July 2018**, the Group acquired 100% of **David Douglas Associates, Inc**, a 20 person civil engineering consulting firm based in the Florida Keys. The acquisition both strengthens the company's market position and provides geographic expansion in Florida.



Effective **30 November 2018**, the Group acquired 100% of **TGM**, a Victorian based 130 person engineering services firm specialising in the approval, design and completion of urban development, building and infrastructure projects.



On **2 July 2018**, the Group acquired 100% of **Trilab**, a Brisbane based leading supplier of specialised Soil Mechanics Testing and Rock Mechanics Testing services. Trilab employs 40 staff.



Effective **30 November 2018**, the Group acquired 100% of **Raba Kistner Inc**, a Texas based 470 person engineering services firm specialising in construction materials testing, geotechnical engineering consulting, project management and independent quality assurance and inspection primarily for transport infrastructure projects, government and commercial clients.

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2019 Full-Year Financial Performance Highlights



Full year underlying EBITDAI of \$62.0m at top end of market guidance range of \$60m +/- \$3m.

- > Fee revenue was up 17.2% on prior year.
- > Underlying EBITDAI of \$62.0m up 10.3% from \$56.2m EBITDAI in FY18.
- > Underlying Net Operating Profit After Tax of \$16.3m is before abnormal items including a \$46.3m non-cash impairment charge on goodwill, and acquisition, refinance, demerger project, and redundancy costs of \$14.4m. After these items, a statutory net loss of \$44.5m was recorded.
- > Backlog grew 14.7%, due to both the acquisition of Raba Kistner and TGM, and organic growth – notably in Government Services.
- > Operating cash flow of \$40.8m, down 10.8%, reflects ongoing working capital management and the timing of debtor receipts and creditor payments.

2019 Results A\$ million

	Reported	
		Percent change year on year
Gross Revenue	\$1,319.3	▲ 18.1%
Fee Revenue	\$895.2	▲ 17.2%
Underlying EBITDAI ¹	\$62.0	▲ 10.3%
Underlying NOPAT ²	\$16.3	▼ 18.4%
Abnormal Items ³	\$60.7	▲ 78.7%
Net Profit / (Loss) after Tax	(\$44.5)	▼ 217.4%
Operating Cash Flow	\$40.8	▼ 10.8%
EPS - basic (cents)	(\$9.78)	▼ 229.3%
NOPAT EPS - basic (cents)	\$3.57	▼ 15.6%
Backlog ⁴	\$1,643.1	▲ 14.7%

(1) Underlying EBITDAI = EBIT plus underlying adjustments, depreciation, amortisation and impairment losses.

(2) Underlying NOPAT = NPAT plus underlying adjustments and impairment losses. A reconciliation of NPAT to NOPAT has been prepared and is shown on slide 9.

(3) See slide 10. Abnormal items.

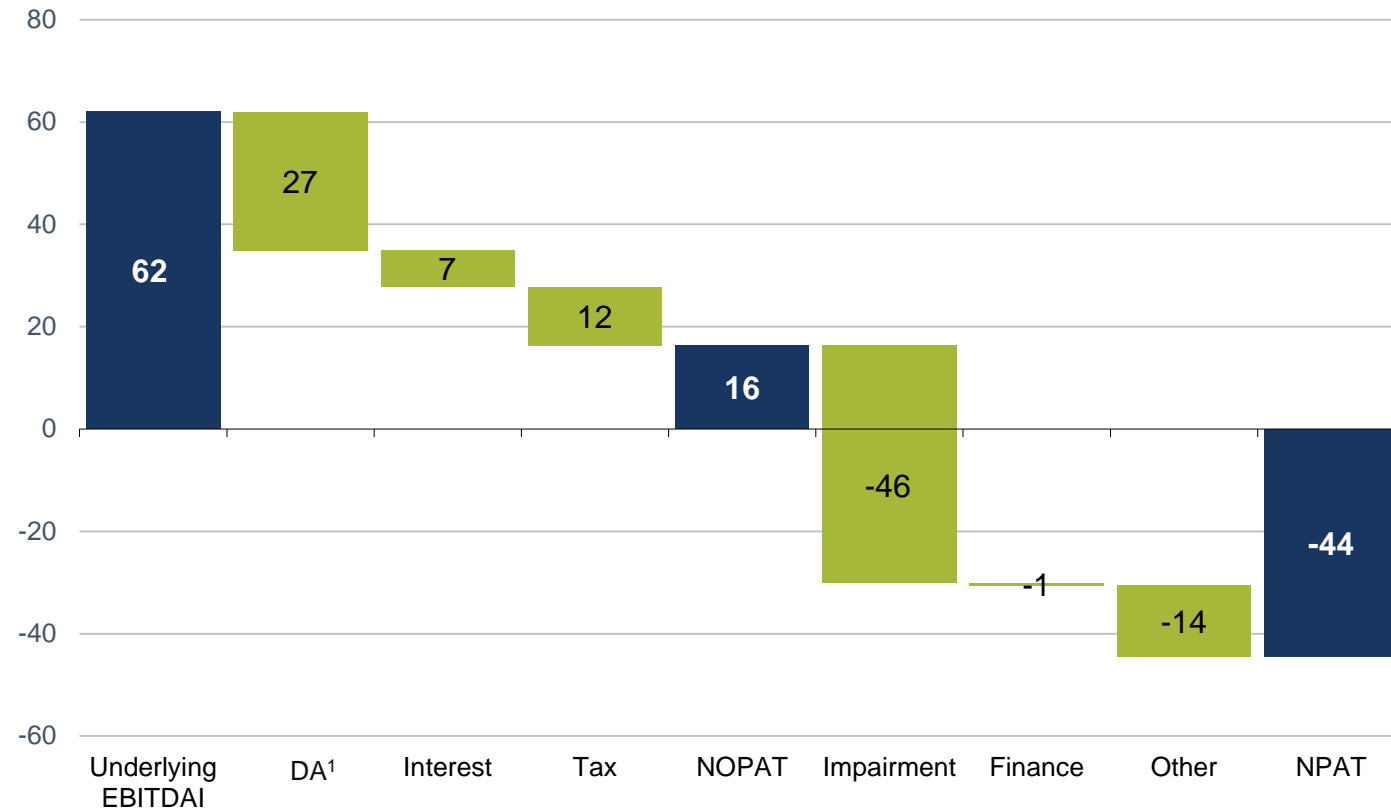
(4) Backlog reported on a total contract basis, being the total value of the signed contract less the value of work performed to date.

2019 Full-Year Financial Performance Highlights



BRIDGE FROM UNDERLYING EBITDAI TO STATUTORY LOSS

A\$ million



Underlying Adjustments

- > Asia Pacific Impairment (goodwill – non cash) \$46.3m
- > Finance Costs \$0.5m
 - Previous debt facility break fees and interest costs.
- > Other Expenses and Tax of \$13.9m:
 - Release of onerous lease provision and other costs associated with office rationalisation and consolidation (\$0.5m)
 - Costs associated with restructuring \$2.2m
 - Acquisition related costs \$4.4m
 - demerger costs \$4.6m
 - Legal costs \$0.7m
 - Tax effect of underlying adjustments (\$3.1m)
 - Valuation of allowance against foreign tax credits \$5.6m (non cash)

⁽¹⁾ DA includes \$5.0m amortisation expense associated with Raba Kistner and TGM

2019 Full-Year Balance Sheet Strength



	FY2017 '\$000's	FY2018 '000's	FY2019 '000's	
Net debt	15,294	19,938	93,637	1
Total debt facilities	US\$91.6m	US\$91.6m	US\$161.2m	2
Intangible assets	295,873	313,017	359,054	
Trade + Other Receivables – trade payables	74,422	88,303	20,894	
Net tangible assets	249,404	220,191	119,644	3
Current assets/Current liabilities	1.8x	1.8x	1.5x	
(Cash + Debtors + WIP)/(payables + debt)	1.7x	1.7x	1.2x	4
(Cash + Debtors + WIP)/Debt	4.2x	3.9x	2.5x	
Net Debt/EBITDAI (lending covenant <= 3.0x)	0.4x	0.3x		5
Net Debt/EBITDAI (lending covenant <= 2.5x)			1.5x	
Interest Cover Ratio (lending covenant >= 3.0x)	5.6x	16.3x		5
Fixed Charge Cover Ratio (lending covenant >= 2.0x)			2.3x	
Net Asset Value (lending covenant >= \$446.7M)	545,276	533,208		5
Net Asset Value (lending covenant >= \$425.0M)			478,698	

* Interest Cover Ratio is the ratio of EBITDAI to Net Interest Expense for the prior 12 months.

Covenants re-set (Dec 2018)

EQUITY TEST = Total Assets - Total Liabilities (Required for Equity Test > 425.0)

LEVERAGE RATIO = Net Debt / EBITDAI (Required for Leverage Ratio < 2.5)

FIXED CHARGE COVER RATIO = EBITDAIR / Fixed Charges (Required for Fixed Charge Cover Ratio > 2.0)

1. The company is in a net debt (cash on hand less debt) position of \$93.6 million at the end of 30 June 2019 (net debt of \$110.9 million at 31 December 2018 and net debt of \$19.9 million at 30 June 2018). The increase in net debt relates to funds drawn for the acquisition of Raba Kistner and TGM in late calendar year 2018, less repayment of debt through the financial year.
2. Increased debt facilities following the successful refinance, increasing facilities by approximately \$100m. The new facility is a three-year AU \$110.8 million and US \$83.0 million syndicated drawdown facility, expiring in December 2021.
3. Net tangible assets decreased primarily as a result of acquisitions.
4. Liquidity ratios all remain healthy.
5. Covenant ratios under the new facility agreement all comfortably met.

Our ongoing strong balance sheet enables the company to focus on long term sustainable growth options to build value for shareholders.

2019 Cash Flow



	FY2017 '\$000's	FY2018 '000's	FY2019 '000's
Underlying EBITDAI	44,005	56,210	62,006
Working capital movement	(41,730)	(2,827)	(13,637)
Net interest paid	(4,720)	(2,943)	(6,436)
Income tax paid	(1,388)	(4,738)	(1,164)
Net cash provided by operating activities	(3,833)	45,702	40,769
Proceeds on disposal of subsidiaries	57,977	0	0
Acquisition of subsidiaries, deferred consideration	(6,180)	(10,738)	(76,950)
Payments for PPE	(12,280)	(18,827)	(9,586)
Other investing activities	932	0	0
Net cash used in investing activities	40,449	(29,565)	(86,536)
Share buy back	(5,670)	(13,917)	(21,470)
Net change in borrowings	(55,225)	(11,200)	53,538
Dividends	0	0	0
Other	(2,303)	(2,039)	(4,235)
Net cash used in financing activities	(63,198)	(27,156)	27,833
Net increase in cash	(26,582)	(11,019)	(17,934)
Cash and cash 1 July	105,613	80,028	71,127
Other	997	2,118	2,351
Cash and cash equivalents at 30th June	80,028	71,127	55,544
Net cash from operating activities / EBITDAI (underlying)	-8.71%	81.31%	65.75%

The Company recorded a net operating cash inflow for the year of \$40.8 million (\$45.7 million FY18). This is primarily driven by a strong operating result for the year, tighter working capital controls, the timing of receipts of large payments from clients, and higher financing costs associated with the new debt facility (both drawn debt to fund acquisitions and higher cost of debt).

1. Interest costs significantly increased.
2. Completed acquisitions in Asia Pacific, Infrastructure and Construction Sciences businesses.
3. Surplus funds utilised for ongoing buyback program and to pay down debt.
4. Drawdown from new bank debt facility to fund acquisitions.

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Outlook for FY20



Performance for Q1FY20 has been mixed with some businesses ahead of budget and others starting more slowly.

		Below Expectations	Meeting Expectations	Exceeding Expectations	Comment
APAC	APAC	✓			<ul style="list-style-type: none"> > Actions have been taken to improve client focus, collaboration and utilization > First major contract win achieved on three years with potential for more > Leadership focus on performance improvement
Global	IDA		✓		<ul style="list-style-type: none"> > APAC continues strong, UK hindered by Brexit uncertainty, momentum in USAid
USA	Government Services			✓	<ul style="list-style-type: none"> > Record backlog and strong revenue performance
	Infrastructure	✓			<ul style="list-style-type: none"> > Under-performance in Structures holding back Divisional performance
	Science & Environment			✓	<ul style="list-style-type: none"> > Strong backlog and strong revenue performance
Portfolio	Construction Sciences		✓		<ul style="list-style-type: none"> > Tracking to expectations with strong backlog
	PPI			✓	<ul style="list-style-type: none"> > Turnaround accelerating and tracking ahead of expectations with increasing backlog

Outlook for FY20



Our focus continues to be on organic growth through the delivery of strong client value propositions and prudent financial management, evolving our value proposition to become a leading employer and making on-strategy acquisitions.

- > Our focus remains on EBITDA growth and subject to shareholder vote, a successful demerger of Intega
- > The business will continue to explore 'on strategy' acquisitions to gain access to key markets or skill sets. Disciplined M&A process established with EPS accretive acquisitions key driver of selection. Primary focus is the US with a secondary focus being APAC
- > The business is continuing its investment in internal systems and process improvement. This includes investment in business development processes, staff, information technology and training
- > The Boards of Cardno Ltd and, assuming the proposed demerger is successful, Intega Group Ltd will assess their respective strategies for the deployment of surplus cash generated.
- > While Cardno Ltd has no franking credits and pays little tax, buybacks, acquisitions and debt retirement are the most efficient uses of any excess funds

Cardno is operationally and financially very sound. We delivered Revenue and EBITDA Growth in FY19 and we believe there is a solid basis for both revenue and EBITDA growth in the medium term.

Based on performance exiting FY19, we believe that both Cardno and Intega will be able to grow their FY20 EBITDA from their FY19 pro-forma EBITDA of \$38m and \$30m respectively. The quantum of such growth is subject to multiple factors including market conditions, project wins, the ability to deliver on various initiatives to reduce cost, and the timing and extent of on-strategy acquisitions. Both companies anticipate updating the market on the FY20 outlook further into the financial year.

Question Time



THANK YOU

We are an ASX-listed professional infrastructure and environmental services company, with expertise in the development and improvement of physical and social infrastructure for communities around the world.

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Making a
difference.