



Annual General Meeting

27 November 2014

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Nothing in this presentation should be interpreted to mean that future earnings per share of Calibre will necessarily match or exceed its historical published earnings per share.

All references to dollars, cents, or \$ in this presentation are to Australian currency, unless otherwise stated.

References to "Calibre", the "Company", the "Group" or the "Calibre Group" may be references to Calibre Group Limited ACN 100 255 623, or its subsidiaries.



Welcome



AGENDA

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Welcome

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Chairman's Address

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CEO's Address

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- 2 Election of Directors
- 3 Executive Equity Investment Plan
- 4 Remuneration Report



Safety & Housekeeping

HOMEMAKER



Chairman's Address



Board of Directors

Left to Right
Ray Horsburgh AM
Peter Reichler
Ray Munro
Peter Housden
Brian MacDonald
Geoff Tomlinson
Alex Williams



Attendees

Mr Peter Massey

Chief Financial Officer

Ms Chloe Shorten

Head of Corporate Affairs

Mr Michael Silbert

Company Secretary

Mr Dennis Clark

Governance and Risk

Mr Gary Spence

Managing Director Calibre Consulting

Mr Derek Brown

Managing Director Calibre Resources

Mr Mick Crowe

Managing Director G&S Engineering

Mr Darren Hall

Audit Partner Deloitte

Mr Simon Reed

Herbert Smith Freehills Lawyers

2014 Snapshot

Financial

- Sound result for the year amid tight trading conditions
- Strong focus on working capital – cash conversion ratio of 140.0% net cash \$2.8m
- Fully franked final dividend of 2.5cps taking the full year dividend to 6.0cps
- R&D tax benefits favourably impacted NPAT

Strategic

- Diversification strategy to broaden recurring revenue streams saw revenue increases in Infrastructure and Consulting offset partly by Resources
- Two acquisitions completed during the year including Spiire, New Zealand. A third acquisition, Ark Maintenance, completed on 7 July 2014

Operational

- Commitment to the safety of all staff – Zero Harm
- Hay Point Stage 1 completed on time and budget and lead to the award of Hay Point Stage 2
- New client relationships established, including Samsung
- Management renewal

Strong cash flows and NPAT growth of 10.1% to \$24.4m



Corporate Social Responsibility



Strategy



CEO's Address



Solid Safety Performance

3.1 TRIFR

0.2 LTIFR

Calibre Group TRIFR

FY2013

3.2

FY2014

3.1

Calibre Group LTIFR

FY2013

0.0

FY2014

0.2

Commitment to
Zero Harm.

5.4m hrs

Under management in FY2014

Initiatives

- 'Drive Smart, Drive Safe' – guidelines for light vehicle driving
- 'Mental Health Toolbox' campaign
- 'Minor Incidents, Major Consequences' education campaign

Financial Overview

Revenue \$709.3m

-0.3%

NPAT \$24.4m

+10.1 %

EBITDA \$45.2m

-14.1%

\$63.3m Operating cash flow

+ 49.6 %

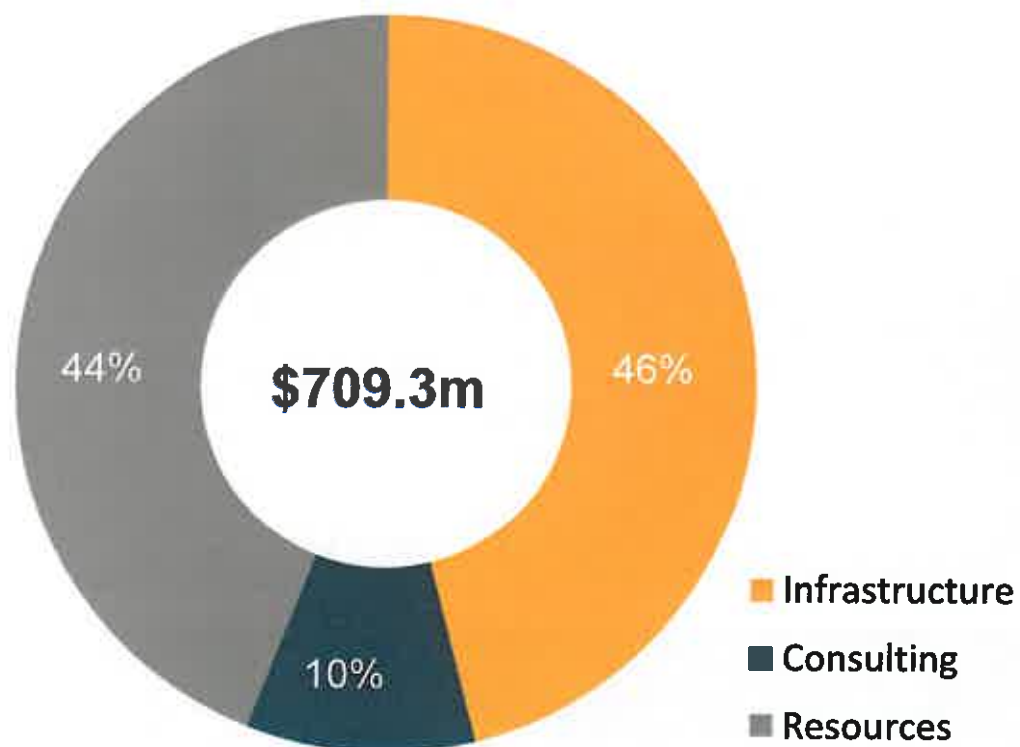
Financial Results

(\$m)	FY2014	FY2013 ⁽¹⁾	Var (pcp)
Revenue	709.3	711.3	(0.3%)
EBITDA	45.2	52.6	(14.1%)
EBITDA margin	6.4%	7.4%	
NPAT	24.4	22.2	10.1%
NPATA (pre-amortisation)	34.6	36.3	(4.7%)
Earnings per share (cents)	7.6	7.3	4.1%
Net operating cash flow	63.3	42.3	49.6%
Dividend per share (cents)	6.0	7.6	(21.1%)

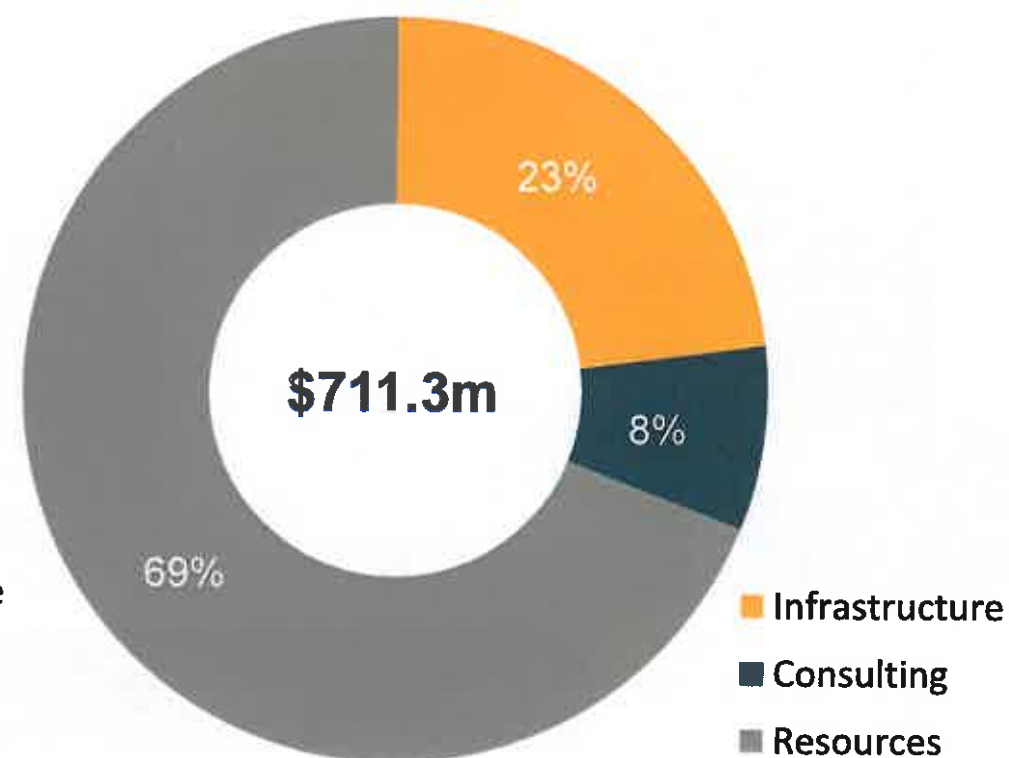
⁽¹⁾ Included nine month contribution from G&S Engineering

Segment Revenue

FY2014



FY2013⁽¹⁾



⁽¹⁾ Consistent with FY2014 segment reporting

Debt and Liquidity

Financial Position	FY2014	FY2013	Net cash position (\$m)
Gearing (%) ⁽¹⁾	n/a	9.8	
Interest cover (x)	7.7	8.6	
Total debt and working capital facilities (\$m)	\$152.3	\$174.0	
Unused facilities	\$67.5	\$62.8	
Cash (\$m)	\$46.4	\$50.2	
Total Liquidity (\$m)	\$113.9	\$113.0	

5.0

0.0

-5.0

-10.0

-15.0

-20.0

-25.0

2.8

(23.0)

FY2014

FY2013

⁽¹⁾ Calculated as net debt divided by net debt + equity.

Strategy Implementation

Safety

- Commitment to Zero Harm.

People

- Leadership, retention, talent identification and management, increased employee share ownership.

Growth & Diversification

- Expand capability and presence into new industry sectors.
- Expand client base, geographic breadth and commodity exposure.
- Increased exposure to recurring revenue streams.

Operational Excellence

- Systems and processes/Governance/Business development.
- Commercial discipline.

Client Engagement

- Continue to provide innovative and high quality services to clients.

Outlook

Market Update

Trading Conditions remain challenging, with softer earnings now expected for FY2015 due to continued client cost pressures and project deferrals associated with suppressed commodity prices.

Segments

Calibre still expects growth in Consulting, a moderate decline in the Infrastructure and further decline in the resources segment.

Business Review

Due to the impact of tougher trading conditions, particularly on the resources segment, Calibre has initiated a comprehensive review of this business.

Strong Balance Sheet

Calibre maintains a strong balance sheet and cash position. This will provide resilience in the business as Calibre positions itself for greater opportunities.

Opportunities Remain

Calibre will continue its disciplined approach to identify appropriate opportunities to diversify and grow the business.

Next Update

Calibre will update the market following the conclusion of its review of its resources segment prior to the release of the half year results in February.



Formal Business



1

In accordance with the Notice of Meeting the first item of business is:

Financial Report

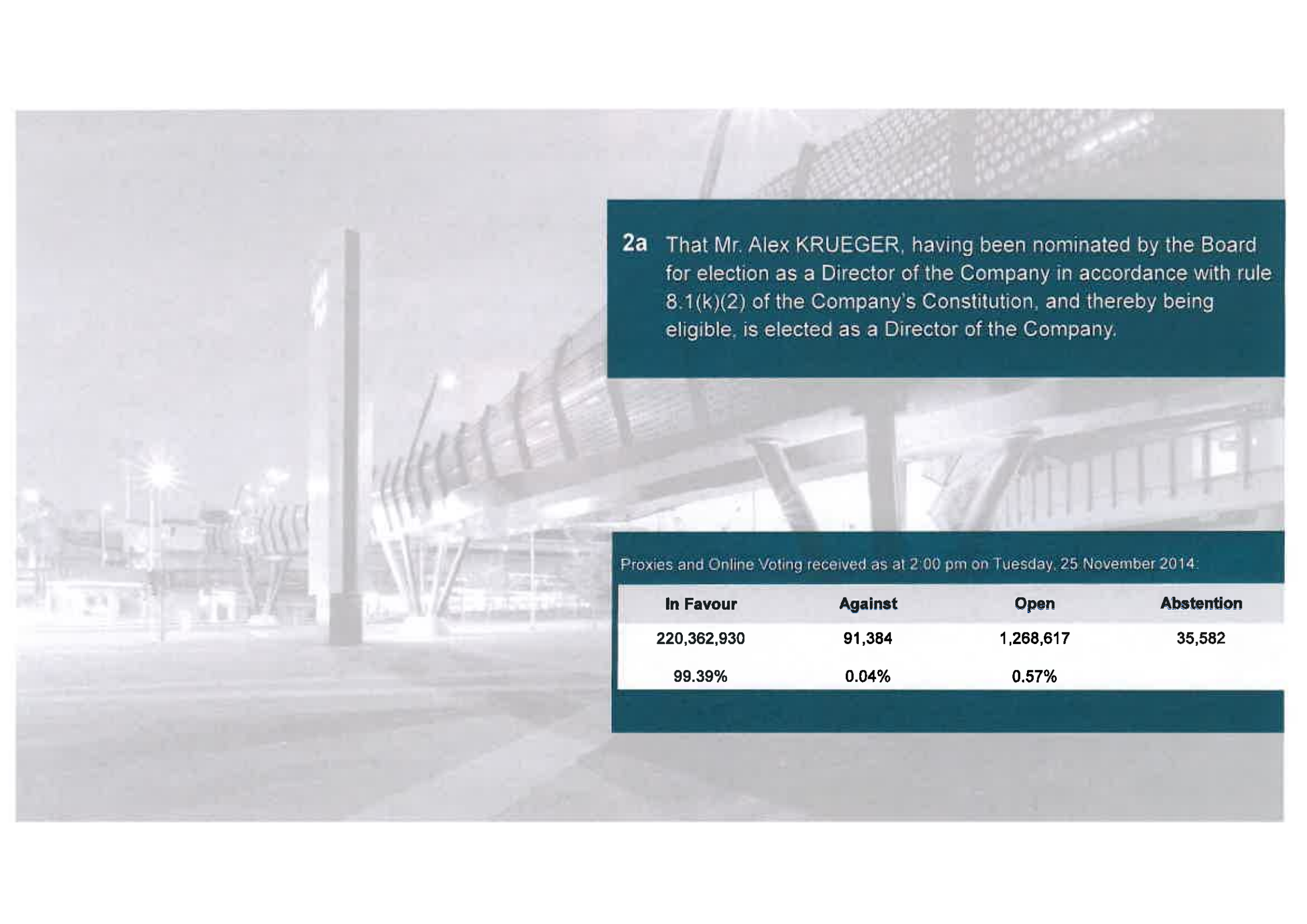
To receive and consider the Financial Report of the Company and the Reports of the Directors and Auditor for the year ended 30 June 2014.



2

In accordance with the Notice of Meeting the second item of business is:

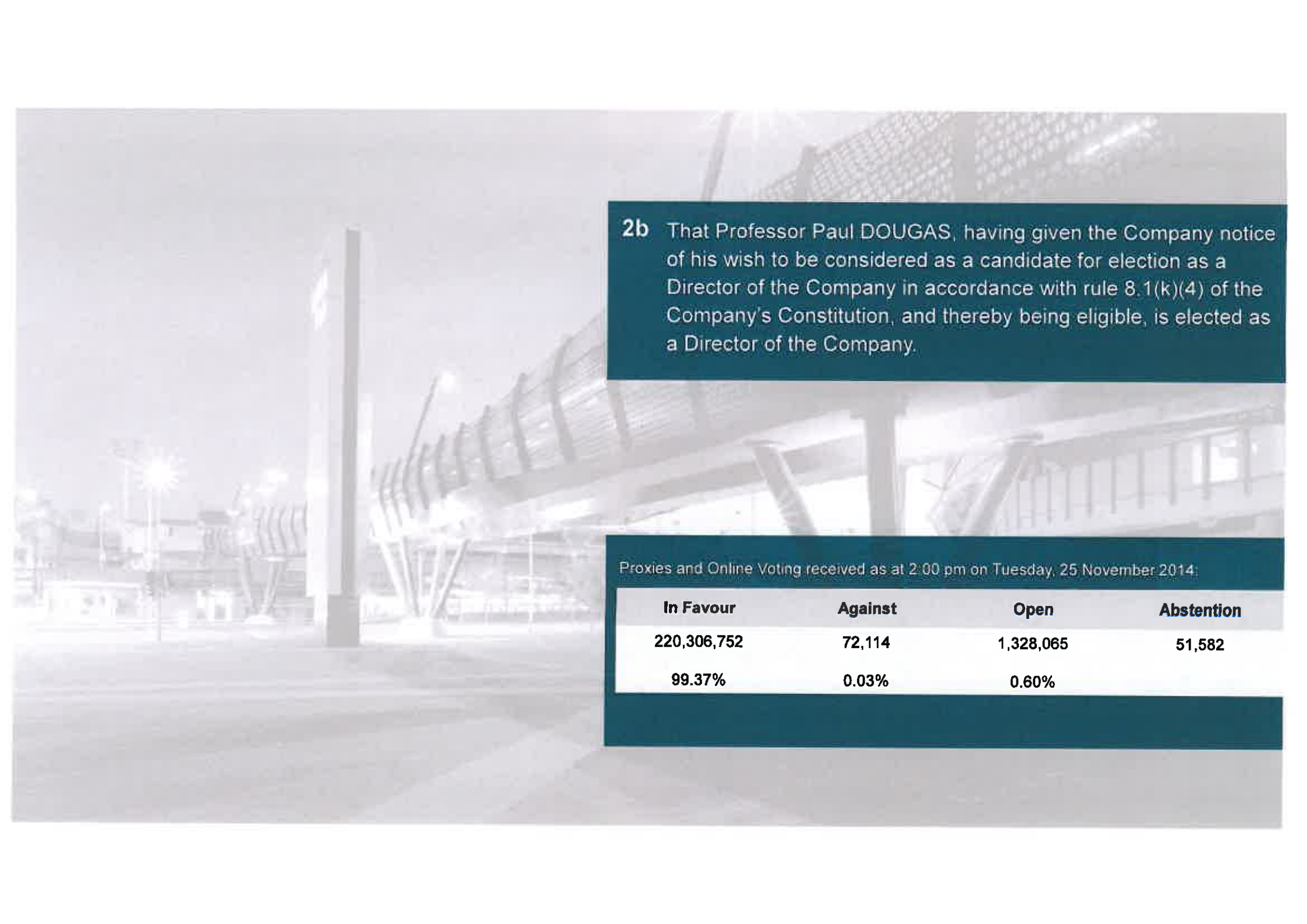
Election of Directors



2a That Mr. Alex KRUEGER, having been nominated by the Board for election as a Director of the Company in accordance with rule 8.1(k)(2) of the Company's Constitution, and thereby being eligible, is elected as a Director of the Company.

Proxies and Online Voting received as at 2:00 pm on Tuesday, 25 November 2014:


In Favour	Against	Open	Abstention
220,362,930	91,384	1,268,617	35,582
99.39%	0.04%	0.57%	



2b That Professor Paul DOUGAS, having given the Company notice of his wish to be considered as a candidate for election as a Director of the Company in accordance with rule 8.1(k)(4) of the Company's Constitution, and thereby being eligible, is elected as a Director of the Company.

Proxies and Online Voting received as at 2:00 pm on Tuesday, 25 November 2014:

In Favour	Against	Open	Abstention
220,306,752	72,114	1,328,065	51,582
99.37%	0.03%	0.60%	



2c That Mr. ALEX WILLIAMS retires in accordance with rule 8.1(d) of the Company's Constitution, and being eligible, is elected as a Director of the Company.

Proxies and Online Voting received as at 2:00 pm on Tuesday, 25 November 2014:

In Favour	Against	Open	Abstention
215,487,020	81,384	1,268,617	4,921,492
99.38%	0.04%	0.59%	



3

In accordance with the Notice of Meeting the third item of business is:

Executive Equity Investment Plan



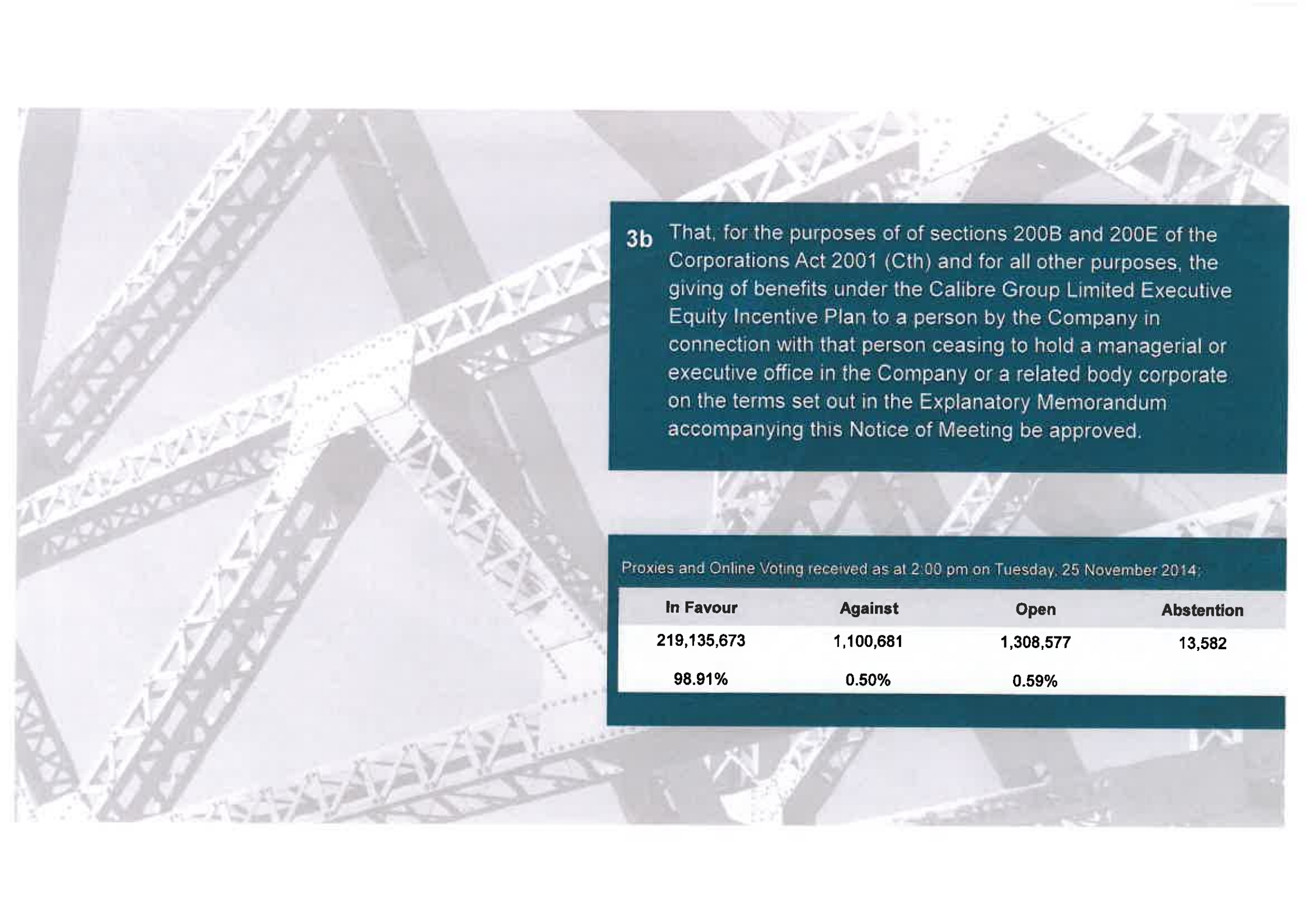
3a That, for the purposes of ASX Listing Rule 7.9, exception 9(b) and for all other purposes, the future grant of loan funded shares and the issue of shares under the Calibre Group Limited Executive Equity Investment Plan be approved.

Notes:

Voting exclusions apply to the resolutions proposed in Items 3(a), 3(b), 3(c).

Proxies and Online Voting received as at 2:00 pm on Tuesday, 25 November 2014:

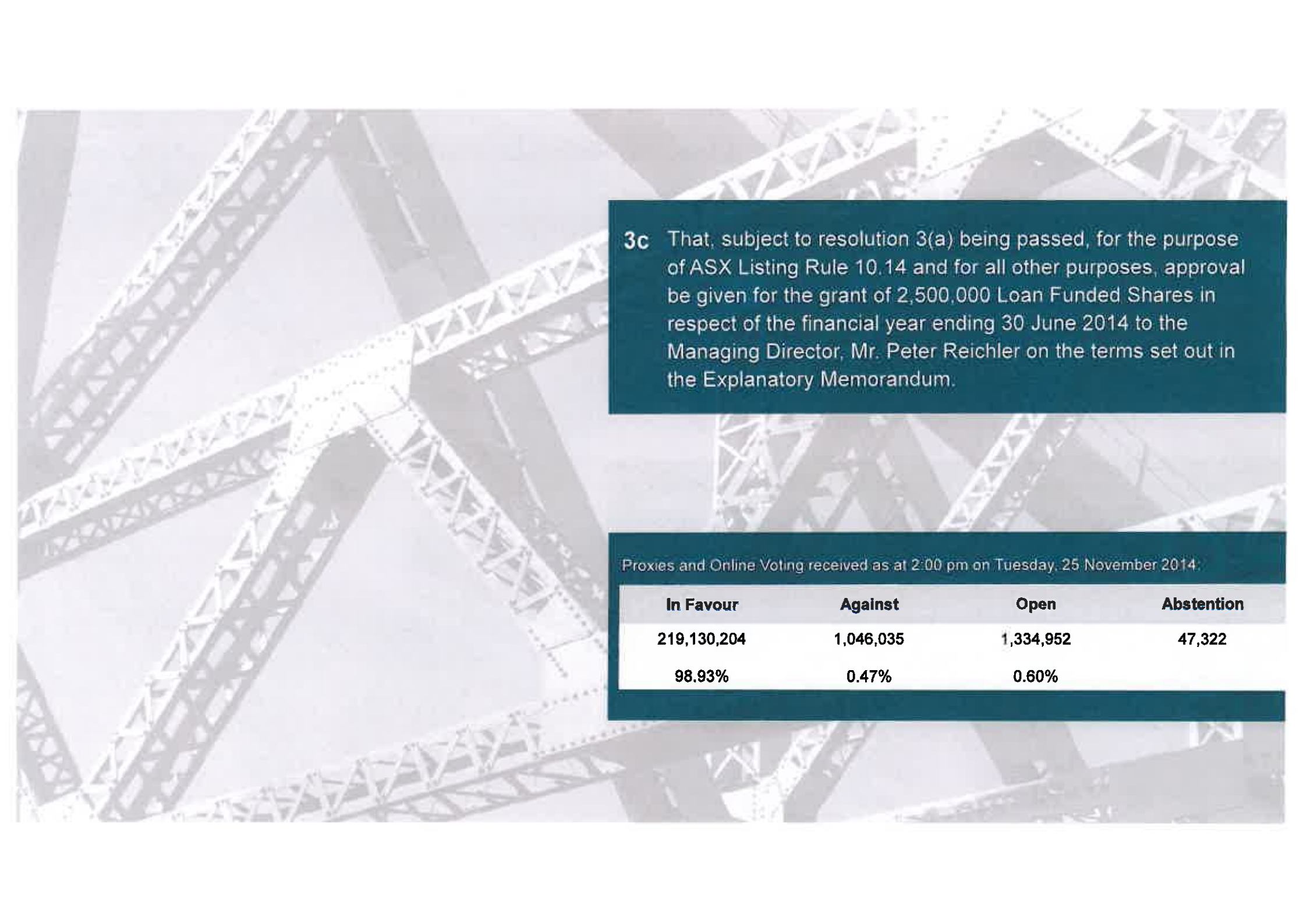
In Favour	Against	Open	Abstention
219,155,315	1,097,729	1,258,147	47,322
98.94%	0.50%	0.57%	



3b That, for the purposes of of sections 200B and 200E of the Corporations Act 2001 (Cth) and for all other purposes, the giving of benefits under the Calibre Group Limited Executive Equity Incentive Plan to a person by the Company in connection with that person ceasing to hold a managerial or executive office in the Company or a related body corporate on the terms set out in the Explanatory Memorandum accompanying this Notice of Meeting be approved.

Proxies and Online Voting received as at 2:00 pm on Tuesday, 25 November 2014:

In Favour	Against	Open	Abstention
219,135,673	1,100,681	1,308,577	13,582
98.91%	0.50%	0.59%	



3c That, subject to resolution 3(a) being passed, for the purpose of ASX Listing Rule 10.14 and for all other purposes, approval be given for the grant of 2,500,000 Loan Funded Shares in respect of the financial year ending 30 June 2014 to the Managing Director, Mr. Peter Reichler on the terms set out in the Explanatory Memorandum.

Proxies and Online Voting received as at 2:00 pm on Tuesday, 25 November 2014:

In Favour	Against	Open	Abstention
219,130,204	1,046,035	1,334,952	47,322
98.93%	0.47%	0.60%	



4

In accordance with the Notice of Meeting the fourth item of business is:

Remuneration Report



That the Remuneration Report for the year ended 30 June 2014 be adopted.

Notes:

The vote on this resolution is advisory only and does not bind the directors or the company.

Voting exclusions apply to this resolution.

Proxies and Online Voting received as at 2:00 pm on Tuesday, 25 November 2014

In Favour	Against	Open	Abstention
214,225,613	906,628	478,400	53,322
99.36%	0.42%	0.22%	



CONCLUDES

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