



Cardno Limited Half Year Results Presentation

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2015

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70 YEARS of **shaping** the future

1945-2015

01

Performance
Overview

02

Financial
Review

03

Outlook

04

Appendix

For the **second consecutive** year, Cardno has been honoured for its achievements in international business.

> 52nd Australian
Export Awards
2014 NATIONAL WINNER
BUSINESS SERVICES

The Australian Export Awards is a national program that recognises and honours Australian companies who have achieved sustainable growth through innovation and commitment.

Cardno also **won the Infrastructure and Construction award** at the 51st Australian Export Awards in 2013.



PERFORMANCE OVERVIEW

01

01 Results Highlights

Half Year results at the top end of November guidance but below prior year performance

- > Backlog strong in the Americas
- > ANZ backlog growing after a year of decline
- > GDP growth expectations in the US improving
- > Americas organisational changes starting to deliver

However some challenges persist

- > Conclusion of resource related projects in Australia not matched by uptick in infrastructure investment
- > US business recovery evident but slower ramp up than we had expected

Strategy to grow the business is tempered by near term challenges

- > Priorities are organic growth and business improvement initiatives
- > Our focus is on our people and clients as we respond to difficult market conditions
- > M&A activity will be slowed until the underlying business performance improves

We are focused on driving the business to improve shareholder returns

FEE REVENUE ▲ 7.8%

\$502.4m

EBITDA ▼ 15.2%

\$63.2m

NPAT ▼ 27.0%

\$31.5m

BACKLOG ▲ 40.9%

\$1,013.7m

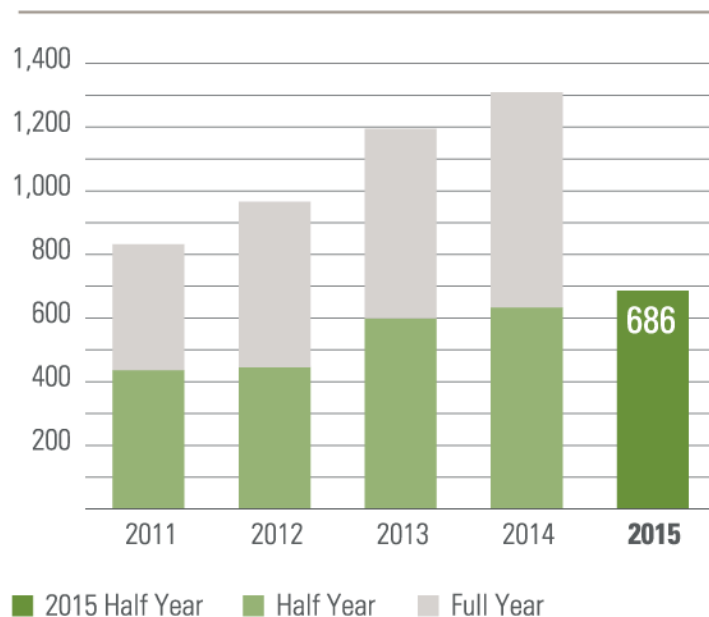
INTERIM DIVIDEND ▼ 31.6%

13 cents

01 Cardno Performance

REVENUE FROM OPERATIONS

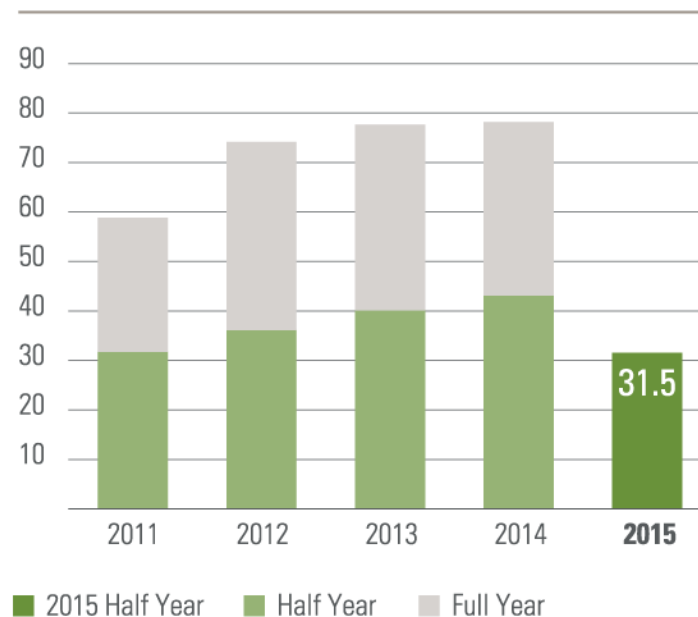
A\$ million



First half revenue from operations growth up 8.4% however this reflects impact of acquisitions partially offset by organic revenue decline.

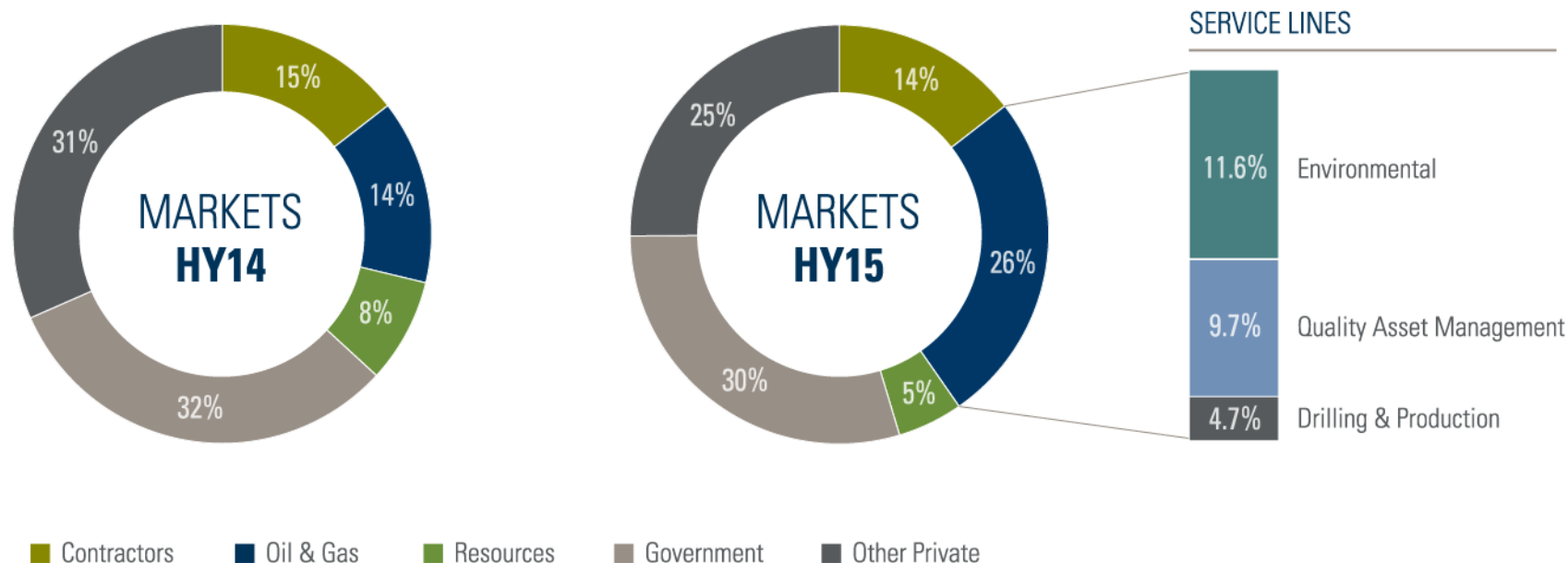
NET PROFIT AFTER TAX

A\$ million



NPAT decline of 27% reflects margin pressures in Australia and impact of restructure costs.

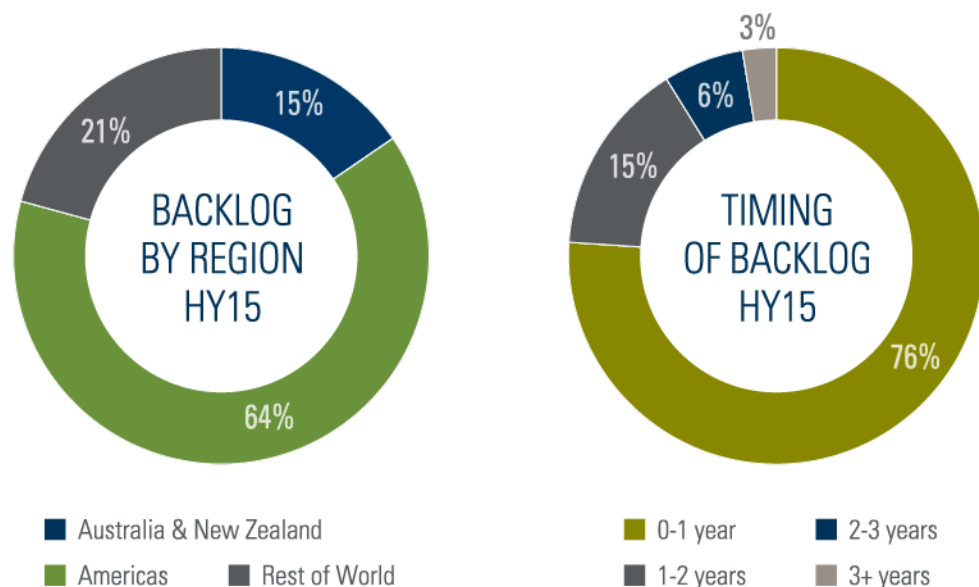
01 Changes in Business Mix in the Half Year



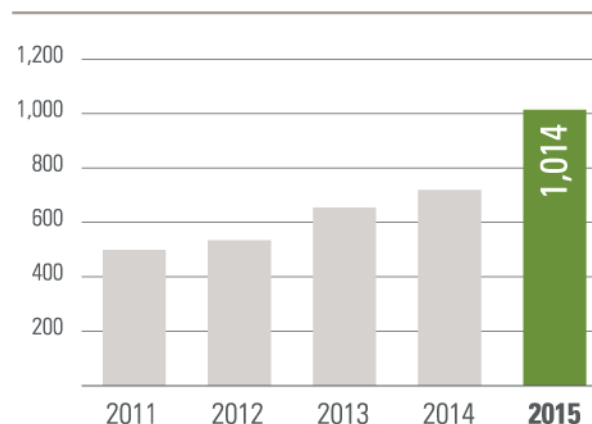
- > As signaled in the November update Cardno's exposure to mining and resources has significantly reduced as bulk commodities (coal and iron ore) reduce investment and operational spend
- > Oil and gas exposure increased with Cardno PPI contribution – however note that only around 4.7% of Cardno's total fee revenue is exposed to upstream drilling and production

01 Cardno 2015 HY Highlights - Backlog

- > Backlog has increased in the Americas and Emerging Markets establishing a good base for the remainder of FY15 performance and into FY16
- > Majority of the backlog is expected to be completed in the next 12 months



BACKLOG A\$ million



01 Cardno 2015 HY Highlights - Organic Revenue

- > Half year net fee revenue growth of 7.8% however organic fee revenue has experienced negative growth
- > First half revenue and profit versus prior comparative period (pcp) impacted by:
 - Greatly reduced work levels associated with the Gulf of Mexico oil spill
 - Completion of major projects in Australia – mainly iron ore and LNG related
 - Continued slow down of demand for mining services in Australia and associated margin pressure
 - Investment confidence issues in Australia – slower than expected infrastructure project start-ups

Organic Revenue Snapshot

First half organic revenue decline -5.6%

- > -5.7% - Australia resource slow down
- > -1.8% - Americas coal mining slow down and slow down of GoM oil spill work
- > -0.3% - US Government services budgetary issues impact
- > +2.2% - Organic revenue growth achieved in balance of the business – mainly the Americas

01 Cardno 2015 HY Highlights - Response

- > A targeted response to external conditions is underway – we are actively matching our people and resources to client and market demands
- > From 1 July, 2015 we are consolidating our organization structure into two Regions: Asia Pacific and the Americas. Our highly respected Emerging Markets business will be integrated into these two Regions to maximise the effectiveness of our cross selling capabilities and service offering to clients
- > We have initiated a series of organic growth activities aimed at improving our service delivery to global clients, enhancing the sharing of intellectual property through global knowledge management systems and investing in sales and marketing training for our front line leaders and client facing professionals
- > The reorganisation of our business delivery structure in the Americas is enhancing cross sell activity and allowing for the consolidation of offices wherever possible
- > We continue to focus on efficiency gains through centralisation of functional support, investments in productivity enhancing systems and processes and the elimination of duplicative services – we remain on track to deliver around \$10 million of annualised EBIT savings in 2016
- > The search for a new CEO has commenced

01 Safety Performance Continues to be Strong

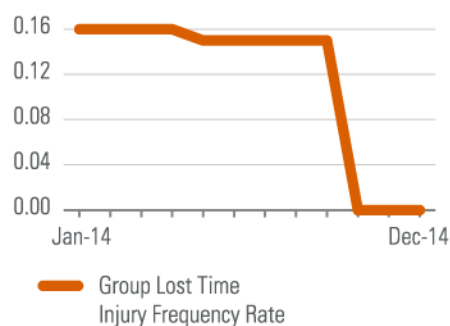


Cardno
ZERO
HARM
 EVERY JOB. EVERY DAY.

Cardno's Zero Harm initiative has delivered a Group wide result of zero lost time injuries in November and December – that trend continues into the new year. Our continuing objective now is to drive our total recordable injury rate lower – we want zero harm to our people and contractors *every job every day*.

The Americas have reported 17 months without a Lost Time Injury.

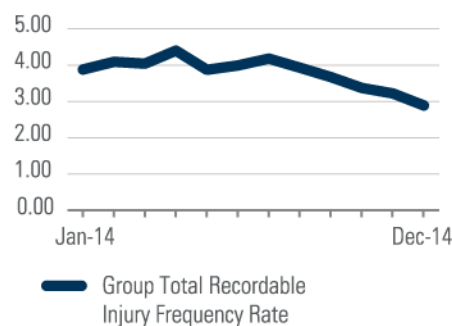
GROUP LTIFR*



Cardno **LTIFR*** at the end of December 2014:
0.00 per million person-hours
 (0.00 per two hundred thousand person-hours - US equivalent)

* Lost Time Injury Frequency Rate

GROUP TRIFR**



Cardno **TRIFR**** at the end of December 2014:
2.89 per million person-hours
 (0.58 per two hundred thousand person-hours - US equivalent)

** Total Recordable Injury Frequency Rate



FINANCIAL REVIEW

02

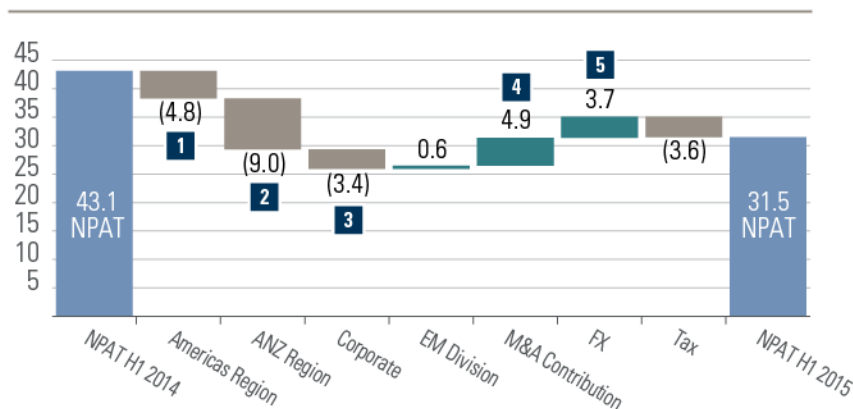
02 Half Year 2015 Financial Highlights

(A\$ Millions)	2014			2015 1H15	Change Versus		Change 1H15 v 1H14	
	1H14	2H14	FY		1H14	2H14		
Backlog	719.7	855.1	855.1	1,013.7	294.0	158.6	40.9%	▲
Revenue from operations	633.0	676.6	1,309.6	686.1	53.1	9.5	8.4%	▲
Fee revenue	466.2	499.4	965.6	502.4	36.2	3.0	7.8%	▲
EBITDA	74.5	67.2	141.7	63.2	(11.3)	(4.0)	(15.2%)	▼
EBITDA margin	16.0%	13.5%	14.7%	12.6%	(3.4%)	(0.9%)	(21.3%)	▼
Profit before tax	58.4	48.4	106.8	44.3	(14.1)	(4.1)	(24.1%)	▼
Net profit after tax	43.1	35.0	78.1	31.5	(11.6)	(3.5)	(26.9%)	▼
Effective tax rate	26.2%	27.7%	26.8%	28.9%	2.7%	1.2%	10.3%	▲
Effective USD/AUD FX Rate	\$0.9293	\$0.9134		\$0.9100	(\$0.0193)	(\$0.0034)	(2.1%)	▼
Net operating cash flow	33.8	50.8	84.6	0.9	(32.9)	(49.9)	(97.4%)	▼
Net operating cash flow / NPAT	78%	145%	108%	3%	(75%)	(142%)	(96.2%)	▼
Basic earnings per share (cents)	29.8	22.2	52.0	19.2	(10.6)	(3.0)	(35.5%)	▼
Dividends per share (cents)	19.0	17.0	36.0	13.0	(6.0)	(4.0)	(31.6%)	▼
Total assets	1,195.3		1,317.7	1,435.9	240.6	118.2	20.1%	▲
Total liabilities	518.1		554.2	600.9	82.8	46.7	16.0%	▲
Revenue factor	1.42	1.37	1.39	1.33	(0.09)	(0.04)	(6.3%)	▼

Revenue factor is a productivity and efficiency metric that is calculated as Fee Revenue / Total Labour Costs.

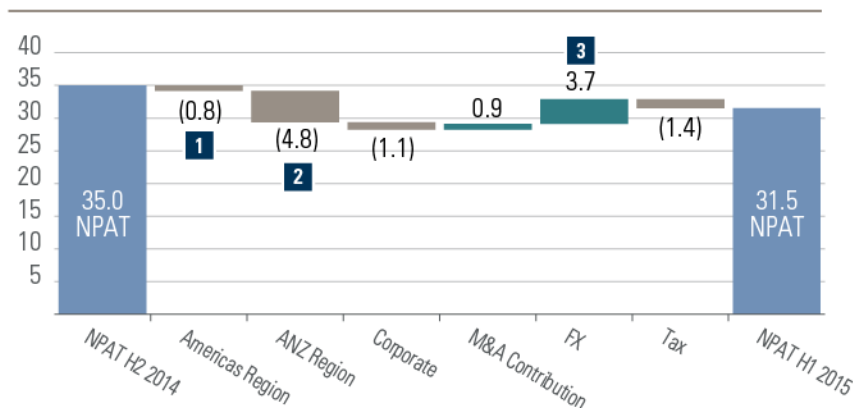
02 Half Year Net Profit After Tax Bridge

NPAT BRIDGE 1H 2014 / 1H 2015 (A\$ millions)



1. Americas region down due to lower US Government expenditure, the impact of greatly reduced GoM spill response work and higher costs associated with business restructuring
2. ANZ decline driven by reduction in higher margin mining and resource work, slow down on LNG major projects and redundancy costs
3. Higher finance costs, DD&A and corporate costs
4. M&A reflects the full contribution of Cardno PPI and Cardno Haynes Whaley
5. FX impact on US\$ earnings and 31 December balance sheet revaluations

NPAT BRIDGE 2H 2014 / 1H 2015 (A\$ millions)

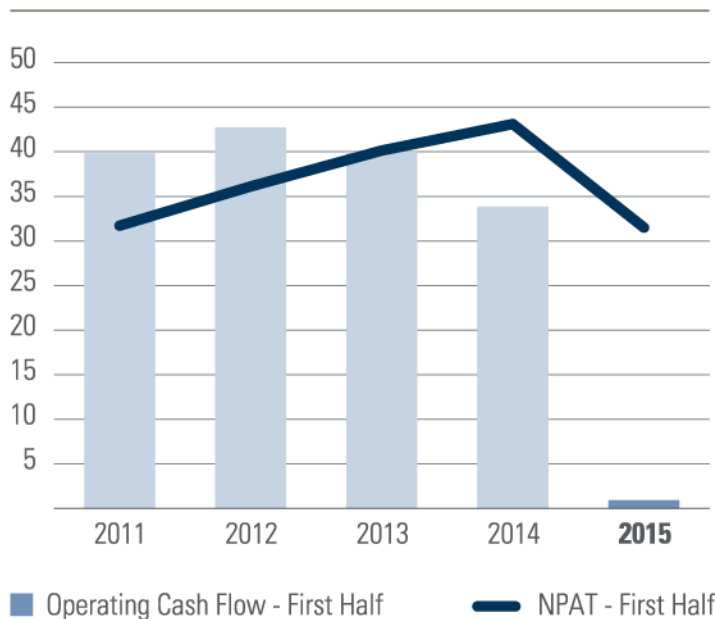


1. Americas region broadly flat reflecting the impact of the winter weather in 2H14 matching higher costs related to restructuring and margin pressures in 1H15
2. ANZ change reflects rapid decline in demand for mining services, slow down in major projects and slower than expected pickup in infrastructure investment – leading to margin declines
3. FX 2H14 to 1H15 broadly flat but includes 31 December unrealized FX benefits from balance sheet revaluations when the USD/AUD rate fell to \$0.815

02 Cash and Earnings - Key Results

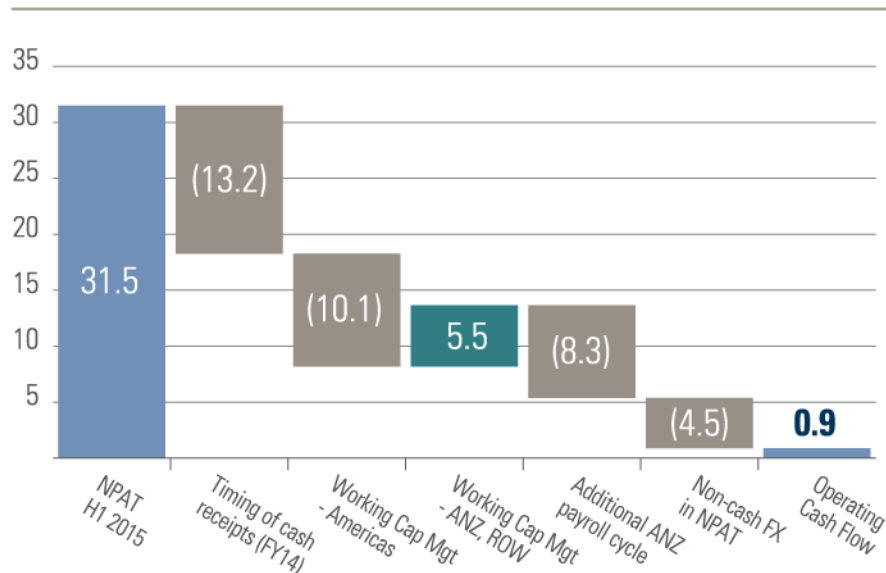
NPAT vs OPERATING CASH FLOW (OCF)

A\$ million



OPERATING CASH FLOW BRIDGE

A\$ million

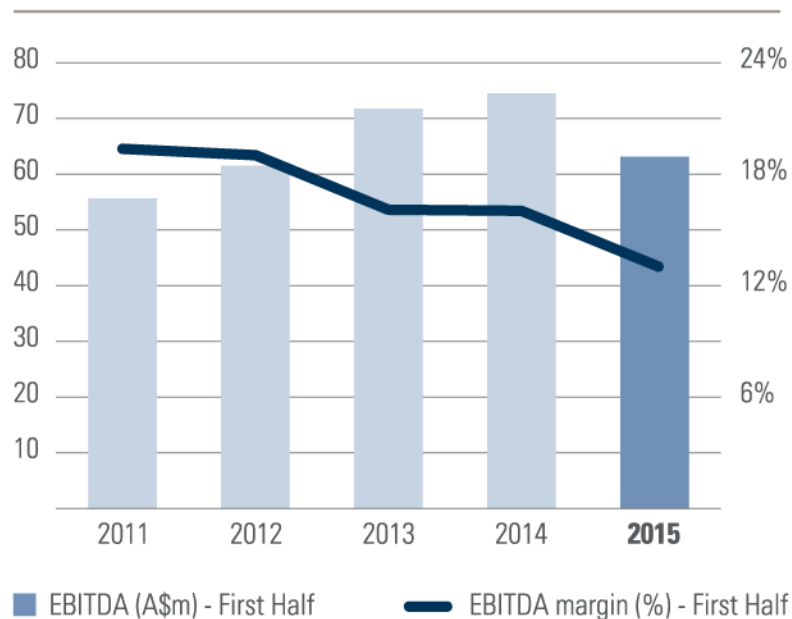


Disappointing cash conversion rate reflects

- > Higher level of cash receipts at the end of FY14 (145% of NPAT vs. normal 100%)
- > Deterioration of DSO during transition to centralized collections

02 Cash and Earnings - Key Results

EBITDA vs EBITDA MARGIN

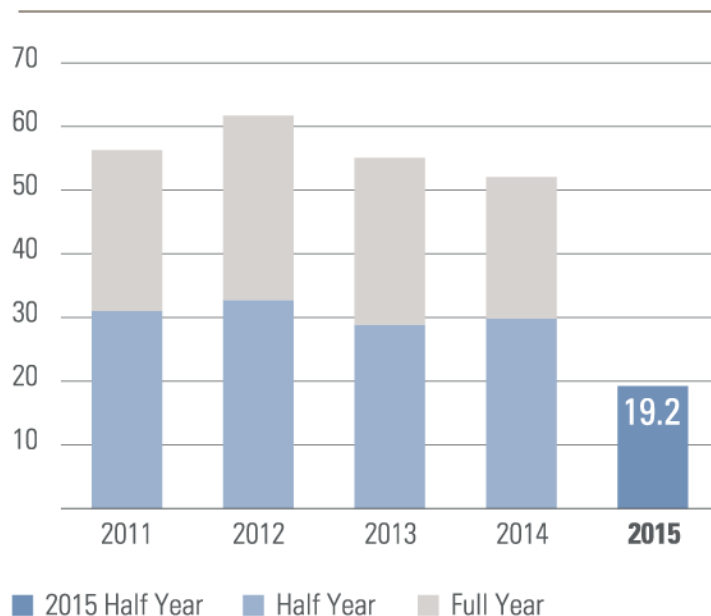


- > EBITDA and EBITDA margin declines due to difficult market conditions, changes in business mix (less high margin mining and resource work), restructuring costs partially offset by contributions of new M&A partners and a weakening AUD against the USD
- > Efficiency and restructure initiatives are focused on returning margin to the long term average of 15%.

02 EPS and Dividend - Key Results

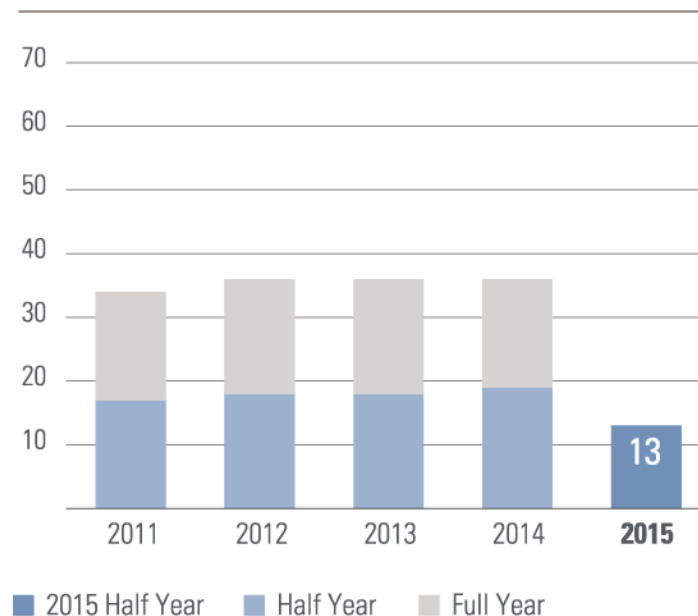
EARNINGS PER SHARE (Basic)

A\$ cents per share



DIVIDEND

A\$ cents per share



EPS is impacted by the increased share count following equity issuance in FY14 for major acquisitions

Dividend payout in dollar terms has been reduced from previous levels and represents a slightly lower percentage payout ratio of 68%.
Interim dividend fully franked

02 Debt and Liquidity

Key Metrics	HY2015	FY2014
Interest Cover (times)	19.0	24.8
Net Debt/EBITDA Ratio	2.4	1.6
Facility Utilisation	59%	57%
Average Cost of Debt	1.79%	1.94%
Average Maturity (yrs)	7.1	7.2
Gross Debt to Equity	44.1%	40.1%
Net Debt to Equity	36.9%	28.8%

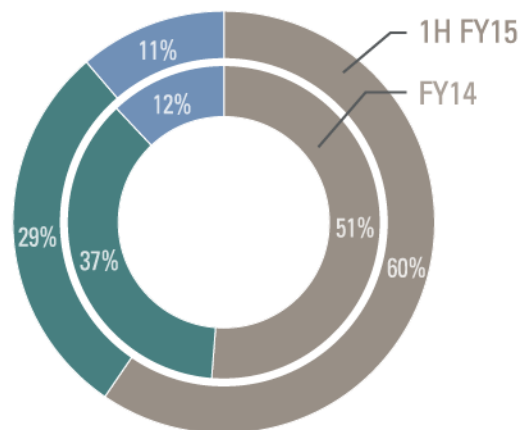
Liquidity Summary AU\$m	HY2015	FY2014
Term Loan and Working Capital Facilities	613.7	535.0
<i>Less:</i>		
Bonds	(182.9)	(159.2)
Term Loan Utilised	(172.2)	(144.0)
Working Capital Utilised*	(5.6)	(0.9)
Available Facilities	253.0	230.9
Plus: Cash	60.2	85.9
Total Liquidity	313.2	316.8

* represents bank guarantees drawn under a guarantee sub facility as part of a combined working capital facility

- > Cardno successfully completed one-year extension and improved pricing of its existing bank debt facilities. This extension increases the maturity until December 2019
- > Debut USPP closing issuing US\$150m bonds across seven year and ten year maturities
- > Available facilities and the overall flexibility in funding arrangements provide Cardno with the ability to support the business through both organic and M&A expansion
- > The majority of the debt facilities are in US Dollars naturally hedged against our US dollar investment and revenue streams

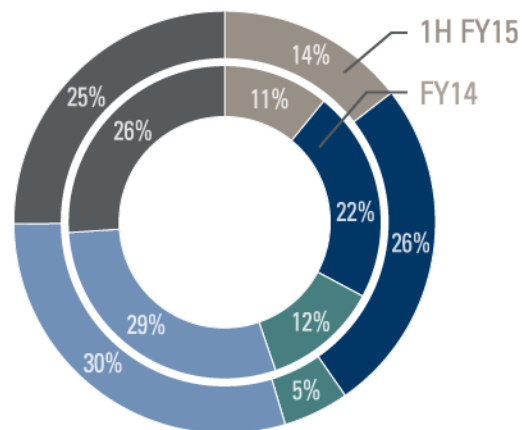
02 \$502.4 million Fee Revenue Analysis

FEE REVENUE BY **SERVICE**
FY14 v 1H FY15



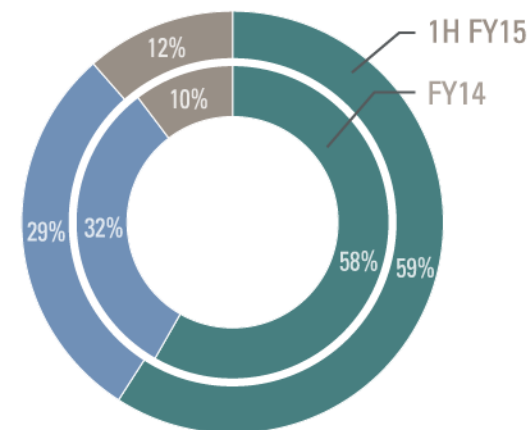
- Engineering Survey & Planning
- Environment & Natural Resources
- Social Infrastructure, Economics & Software

FEE REVENUE BY **MARKET**
FY14 v 1H FY15



- Contractors
- Government
- Oil & Gas
- Other Private
- Resources

FEE REVENUE BY **SEGMENT**
FY14 v 1H FY15

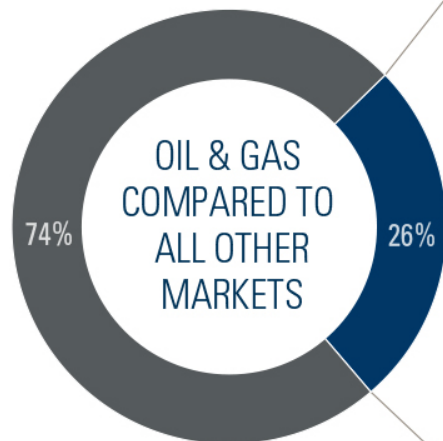


- Americas
- Australia & New Zealand
- Rest of World

02 Oil & Gas Market Sector Focus - Market Breakdown

Cardno exposure to Oil and Gas sector covers broad range of services many of which are required under regulatory requirements and as such are less prone to impacts of oil price volatility

- Oil & Gas
- Other Markets



SERVICE LINES

11.6%

ENVIRONMENTAL

- > Remediation and Restoration
- > Environmental Planning and Impact Assessment
- > Project Controls
- > Oil Spill Response
- > Baseline Surveys,
- > Permit Preparation and Procurement
- > Endangered Species Assessment and Compliance
- > Compliance Monitoring
- > Groundwater and Surface Water Modelling
- > Hydrogeochemistry

9.7%

QUALITY & ASSET MANAGEMENT

- > Quality Assurance Surveillance Services
- > Inventory Management for Oilfield Equipment
- > Planning
- > Auditing
- > Training
- > Regulatory Compliance Services
- > Software and Technology

4.7%

DRILLING & PRODUCTION

- > Well and Engineering Design
- > Project management
 - Drilling and Completion Services
 - Workover Operations
 - Plugging and Abandonment Operations
- > In-house Support
- > Well-site Supervision
- > Project and Rig Management
- > Production Management

02 Oil & Gas Market Sector - Cardno PPI

Cardno PPI offers a wide cross-section of service offerings with very limited exposure to US domestic resource plays.

- > Strongly focused on international and domestic deep water operations. Additionally some clients are positioned to keep drilling due to the size of their operations and their desire to capture lower costs in development – counter cyclical expansion
- > Focused expansion into long-term midstream service offerings
- > Long-term contracts and relationships with our current clients, resulting in steady run rates.
- > Cardno PPI has a long history of operating in the oil and gas sector and has weathered cyclic downturns over a number of years

CHALLENGES

As commodity prices remain low Cardno PPI will see decreases in international drilling activities, overall budget cuts, and continued pressure to reduce bill rates.

To offset this, Cardno PPI is:

- > Right sizing to meet reduced activity levels and reduce vendor and subcontractor cost
- > Focusing on value chain beyond drilling and exploration that is not as affected by oil prices (e.g. completions, infrastructure, and petrochemical,)

02 Oil & Gas Market Sector - Focus and Opportunities



Images: Cardno offers total project management for drilling, production, and construction operations. Cardno is a highly regarded provider of quality assurance and quality control services worldwide.

- > Clients right-sizing and need to **outsource services** to consultancies
- > Cardno's workforce **remains flexible**, allowing us to respond to client needs
- > Increase demand for **quality assurance services**
- > Continue to **provide remediation and site closure** for petroleum companies
- > Impact assessment and permitting/compliance linked to **increased investment in infrastructure**
- > Cardno is well placed to deliver strategic solutions to new **LNG export projects** (engineering, CMT, impact assessment and permitting/compliance)
- > Secure more International **Master Services Agreements (MSAs)** for global clients
- > **Nurture long-term relationships** with clients, including super-majors and continue to target **new clients and geographies**
- > Transactional support/due diligence support as smaller players are acquired by larger players in the industry
- > Cardno's **strong safety performance** an advantage in winning and maintaining contracts

02 Operating Segment Performance - Americas

(A\$ Millions)	2014			2015	Change Versus		Change	
	1H14	2H14	FY	1H15	1H14	2H14	1H15 v 1H14	
Fee revenue	239.8	277.9	517.8	299.8	60.0	21.9	25.0%	▲
EBITDA	32.9	34.2	67.1	30.8	(2.1)	(3.4)	(6.3%)	▼
EBITDA margin	13.7%	12.3%	13.0%	10.3%	(3.4%)	(2.0%)	(24.8%)	▼
Revenue factor	1.40	1.31	1.35	1.33	(0.07)	0.02	(5.0%)	▼
Backlog	376.8		521.6	646.5	269.7	124.9	71.6%	▲

USD Version included in Appendix page 42.



The **Americas Region** comprises about 4,800 staff who deliver professional expertise and crucial services to key government and private sector clients across North and South America, enhancing performance in core markets such as Contractors, Resources, Government, Other Private and; Oil and Gas .

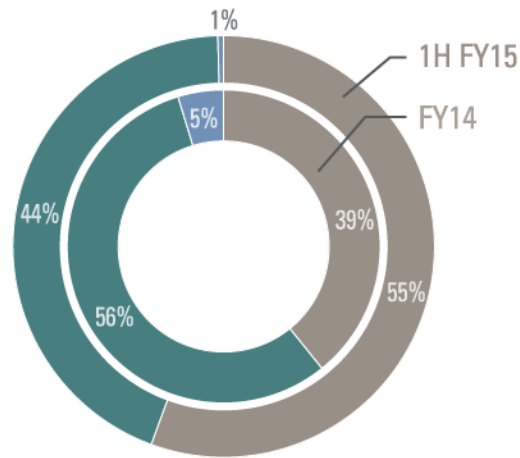
COMMENTARY

- > Backlog up strongly due to new merger partners and recovery in the US economy and impact of weaker AUD
- > Strong revenue growth due to contribution from the acquisition of Cardno Haynes Whaley and Cardno PPI and expansion of our Latin American business Cardno Caminosca
- > Organic growth flat due to reduction in oil spill work and slow restart of work for US Government
- > Margins down, due to lower volume of high margin oil spill work, higher costs associated with normalisation of benefits plans and restructure costs

Image: Cardno is providing construction inspection services for the Interstate 4 Connector to Selmon Expressway in Florida's Tampa Bay area.

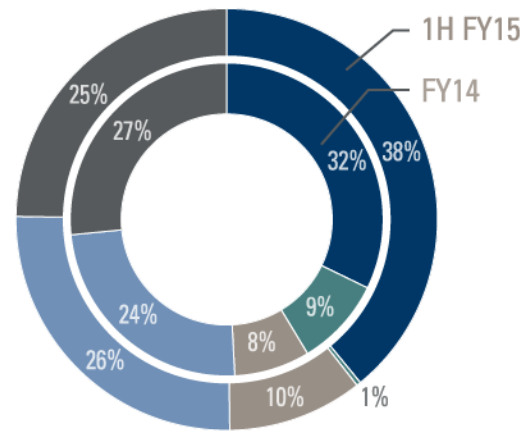
02 Fee Revenue Stream Breakdown - Americas

AMERICAS FEE REVENUE BY
SERVICE FY14 v 1H FY15



■ Engineering Survey & Planning
■ Environment & Natural Resources
■ Social Infrastructure, Economics & Software

AMERICAS FEE REVENUE BY
MARKET FY14 v 1H FY15



■ Oil & Gas
■ Government
■ Resources
■ Other Private
■ Contractors

COMMENTARY

- > The acquisition of Cardno PPI resulted in an increase in our exposure to oil and gas clients
- > Engineering and survey capability strengthened with the acquisition of Cardno Haynes Whaley and Cardno PPI
- > Environment and natural resources includes full project life cycle environmental services from initial planning and permitting to end of project life remediation. This also includes our human health and toxicology services.
- > Cardno Americas provides a full range of environmental and engineering services to all levels of government with the US military being a major client

Note: 2014 Fee Revenue with pro forma adjustment for Cardno PPI.

02 Operating Segment Performance - Australia & New Zealand

(A\$ Millions)	2014			2015	Change Versus		Change	
	1H14	2H14	FY	1H15	1H14	2H14	1H15 v 1H14	
Fee revenue	177.4	161.5	339.0	145.4	(32.0)	(16.1)	(18.0%)	▼
EBITDA	34.6	27.0	61.7	21.4	(13.2)	(5.6)	(38.2%)	▼
EBITDA margin	19.5%	16.7%	18.2%	14.7%	(4.8%)	(2.0%)	(24.6%)	▼
Revenue factor	1.58	1.56	1.57	1.45	(0.13)	(0.11)	(8.2%)	▼
Backlog	158.9		131.2	156.8	(2.1)	25.6	(1.3%)	▼



The **ANZ Region** is made up of about 1,800 staff who provide services in civil, structural, water, environmental, coastal, bridge, geotechnical, subsurface utility, traffic and transport engineering, as well as environmental science, surveying, landscape architecture, construction materials testing, planning and asset management.

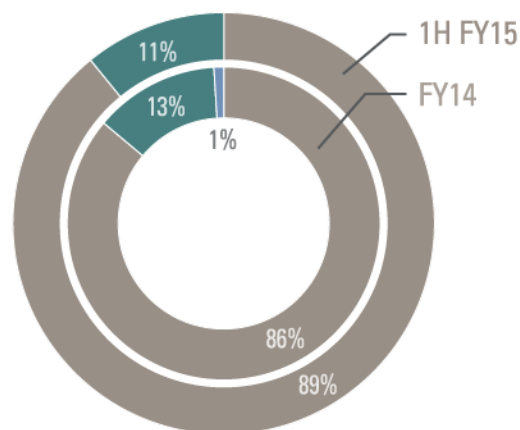
COMMENTARY

- > Increase in backlog attributed to success in recent infrastructure bids
- > Organic revenue decline driven by conclusion of major projects less mining and resource work with no short term replacement of projects being available
- > Margins have declined in a difficult market reflecting conclusion of high margin resource related work and cost controls of our client base exerting impact on margin as well higher restructure costs – mainly redundancy payments

Image: Elizabeth Quay will link the Perth city centre with the Swan River.

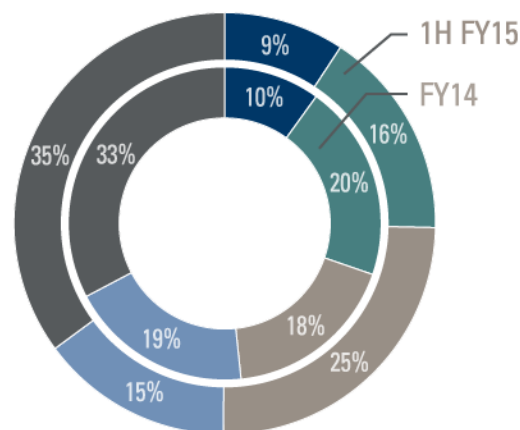
02 Fee Revenue Stream Breakdown - Australia and New Zealand

ANZ FEE REVENUE BY
SERVICE FY14 v 1H FY15



- Engineering Survey & Planning
- Environment & Natural Resources
- Social Infrastructure, Economics & Software

ANZ FEE REVENUE BY
MARKET FY14 v 1H FY15



- Oil & Gas
- Resources
- Government
- Other Private
- Contractors

COMMENTARY

- > Environmental services in Australia has fallen slightly as major projects wind down, this has been partially offset by delivery of these services to global clients operating in ANZ
- > Resources accounts for 16% of our Australian business and as indicated earlier has been a drag on performance during the year – this sector is expected to remain flat in the coming year
- > Services to oil and gas clients are growing in Australia as contracts are won with global clients of Cardno – principally from the Americas

Note: Based on FY2014 Fee Revenue

02 Operating Segment Performance - Rest of World

(A\$ Millions)	2014			2015	Change Versus		Change	
	1H14	2H14	FY	1H15	1H14	2H14	1H15 v 1H14	
Fee revenue	49.0	59.9	108.9	57.1	8.1	2.8	16.7%	▲
EBITDA	4.2	6.5	10.7	7.4	3.2	0.9	76.2%	▲
EBITDA margin	8.5%	10.8%	9.8%	12.9%	4.4%	2.1%	51.8%	▲
Revenue factor	1.18	1.35	1.27	1.23	0.05	(0.12)	4.3%	▲
Backlog	184.0		202.2	210.5	26.5	8.3	14.4%	▲

COMMENTARY

- > Includes the businesses of Emerging Markets and XP Solutions these business operate throughout the world
- > Both businesses experienced organic growth during the half year with the Emerging Markets division winning new projects in the UK and Asia Pacific
- > Global economic conditions have constrained development assistance budgets. Activity on recent project wins in the UK has been slowed by security concerns in the target countries – these projects are expected to restart in FY16 pending restoration of security conditions
- > New software solutions and a expansion into continental Europe will continue XP Solutions growth opportunities



OUTLOOK

03

03 Progress Report - Scorecard 2015



Top image: USA: Cardno prepared a Joint Environmental Impact Report/Environmental Impact Statement for the San Clemente Dam Seismic Safety Project.

Bottom image: USA: Cardno was engaged to provide a structural system that allowed maximum use of a confined project site and delivered flexibility for the Methodist Hospital's future needs.

- > Outlook - Further expansion of secured backlog
 - *On track*
- > Growth - Return to positive organic growth
 - *Unlikely to achieve in FY15*
- > Efficiency – Increase in revenue factor > 2%
 - *Challenged due to first half outcome unlikely to achieve on a full year basis*
- > Margins - EBITDA margin improvement
 - *Expect year end run rate to reflect improvement*
- > Cash flow – Net operating cash flow \geq NPAT
 - *Work required to return to historical trends*
- > Balance Sheet – Conservative Net debt to EBITDA < 3
 - *On track*
- > Shareholder Returns – Return to positive EPS growth
 - *remains a priority but challenging in the short term*

03 Strengthen the Platform - Areas of Focus



- > Expansion of work undertaken with strategic clients
- > Emphasis on cross-selling across service lines and geography
- > Investment in organic growth initiatives
- > Improved operational efficiency of field staff through use of mobile technology
- > Lower cost of functional support via regional and global shared services
- > Improved project management and cash management

These **initiatives** are well developed and funded

one cardno
one vision



Top Image: ANZ: Cardno is providing construction materials testing on the upgrade and duplication of the Nambucca Heads-to-Urunga 23km section of the Pacific Highway.

Bottom image: USA: Cardno utilised 3D radar tomography for the testing of soil distress in the Amtrak Hollywood Station.

03 Outlook and conclusion



- > Encouraged by recent project wins and work with new clients
- > Margin pressure is expected to continue and we are unlikely to see significant improvements in margins until FY16 as the pay-off for organisational restructuring starts to be delivered
- > Australia and New Zealand performance to remain subdued for the remainder of calendar 2015 pending pick up expected from infrastructure activity at the State Government level
- > Americas well positioned with record backlog
- > Americas should see return to positive organic from increased government and corporate expenditure tempered by sustained low oil prices.
- > Strengthening USD provides a positive impact to group results

Top image: Cardno delivered construction materials testing services for the enlargement of the Cotter Dam.

Bottom image: Australia's Education Partnership with Indonesia - School Systems and Quality. Photo credit: SSQ / DFAT



APPENDIX

Supporting Material

04

04 Featured Projects

ChemRisk in Australia – a cross-selling success



In 2012, US-based scientific consulting firm ChemRisk joined Cardno, bringing about 100 highly skilled scientists who work on understanding the hazards posed by chemicals in foods, consumer products, contaminated sites (soil, sediment, air, water, groundwater) and medical devices.

As a result of a ChemRisk roadshow to Australia last year, Cardno was able to win important work with the Australian Department of Defence, the Department of Health and a major owner of office buildings.

This was secured on the back of existing client relationships as well as introductions made by Cardno ChemRisk. The work has involved advice on the toxicology of emerging chemicals of concern as well as reconstruction of asbestos exposures and risks.

Thanks to ChemRisk's world-leading innovative ideas and solutions, and the on-going collaboration between the Cardno ChemRisk team in the US and our local environmental services team, Cardno can routinely provide these services to a wide range of local clients with concerns about chemical risks.

Images: L-R: Cardno ChemRisk President, Dennis Paustenbach. Cardno ChemRisk Managing Health Scientist, Ellen Donovan.

04 Featured Projects

Helping Sydney to get moving



Cardno will contribute specialist utility engineering services for the landmark Sydney Light Rail transportation infrastructure project.

Our utility and transport team provided tender phase utility consulting services to the Connecting Sydney consortium, which was announced in October as the preferred bidder to deliver and operate the project.

Cardno's additional work will relate to the modification of existing utilities, the provision of new utility connections and utility stakeholder management.

The light rail will connect Circular Quay in the city with the eastern suburbs Kingsford and Randwick.

Cardno's resources will come from the company's New South Wales and Queensland and Northern Territory divisions.

Images: The Sydney Light Rail will reduce bus congestion in the CBD and provide higher capacity public transport to the Sydney Football Stadium, Sydney Cricket Ground, Randwick Racecourse and the University of New South Wales.

04 Featured Projects

Working with a global oil and gas supermajor



As one of our largest and oldest clients, Cardno's global experience with this major energy company spans 30 years of experience in the US, Australia and South America.

Revenues with this client have increased over 50% within the last year, with the addition of services provided and expanded geographies servicing this client on a global basis.

We have serviced this oil and gas supermajor globally in the environments, remediation, coastal and ocean, drilling and offshore facilities management sectors and

are currently performing on major and minor projects, including upstream planning and management, structural engineering, material testing, remediation works at downstream, refining, mid-stream, and upstream facilities in multiple locations throughout the world, as well as Environmental Impact Statement (EIS) support.

Cardno has been selected and issued a global Master Service Agreement (MSA) as one of this client's prime consultants for assessment and remediation globally.

Images: For more than 30 years, Cardno has served oil and gas clients ranging from global corporations to supermajors, to local, specialised companies.

04 Featured Projects

Expanding an award-winning anti-people trafficking program



Cardno is implementing the next phase of the Australian Government's anti-trafficking initiative in Asia.

The Australia-Asia Program to Combat Trafficking in Persons (AAPTIP) commenced in August 2013 and will run until June 2018.

We are working with law and justice agencies in Cambodia, Indonesia, Lao PDR, Myanmar, the Philippines, Thailand and Vietnam, and will be collaborating closely with the Association of South East Asian Nations (ASEAN).

Cardno is providing technical assistance to the program, building and strengthening formal partnerships and arrangements between governments, justice agencies, and the civil society responsible for providing victim-witness support services.

An effective criminal justice system has an important role to play in the prevention of human trafficking and the protection of its victims, who often aren't able to access legal aid, counselling and welfare services, and may not be aware of their rights.

Images: The AAPTIP program aims to reduce the incentives and opportunities for trafficking in persons.

04 Featured Projects

Powering up Ecuador



Cardno is playing a key role ensuring Ecuador's extensive hydroelectric resources are used for the benefit of all the population.

We have been heavily involved in four linked major projects on Azuay's Paute River, providing a range of services for hydropower station projects.

Upon completion this year, these projects will also reduce emissions and increase the amount of clean energy produced in the country.

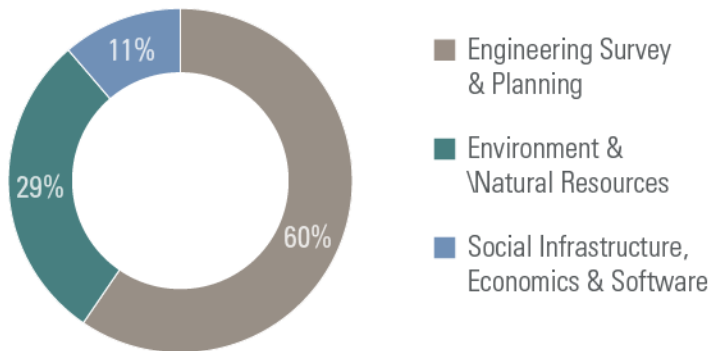
Cardno is supervising civil engineering construction, having already installed electro-mechanical equipment and managed project implementation contracts.

With about 100 staff engaged in a host of roles, Cardno has also prepared designs and environmental studies, implemented civil works, procurement, equipment assembly, installations and testing.

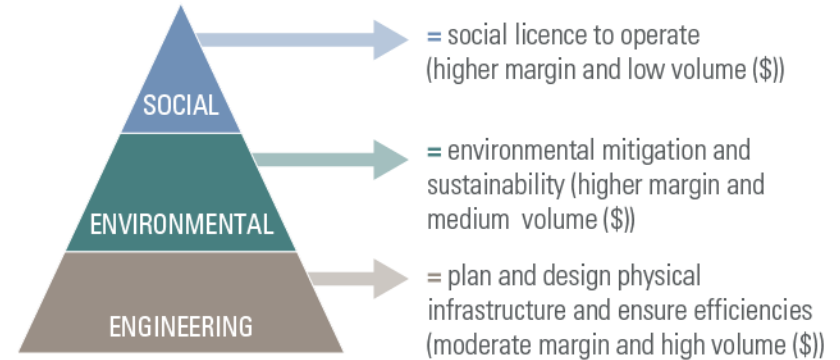
Images: Cardno has contributed construction supervision to the Baba Multipurpose Project, which aims to boost hydropower generation, irrigation, agriculture and flood control in Ecuador's Los Rios province.

04 Cardno's Model Supports Enhanced Global Delivery

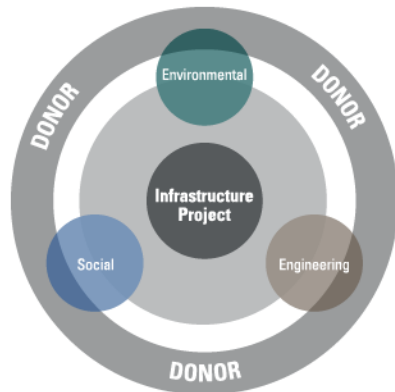
SERVICE SPLIT



PROJECT REQUIREMENTS



CARDNO'S EDGE



SOCIAL

- > Social impact assessment
- > Develop and implement social management plans that include community engagement programs that also benefit the client

ENVIRONMENTAL

- > Establish environmental baseline
- > Environmental impact assessment
- > Develop and implement environmental management plans including monitoring and remediation services

ENGINEERING

- > Planning
- > Design
- > Site supervision
- > Asset Management

04 Operating Segment Performance – Americas (USD)

(US\$ Millions)	2014			2015	Change Versus		Change	
	1H14	2H14	FY	1H15	1H14	2H14	1H15 v 1H14	
Fee revenue	222.9	253.9	517.8	272.8	49.9	18.9	22.4%	▲
EBITDA	30.5	31.2	67.1	28.0	(2.5)	(3.2)	(8.2%)	▼
EBITDA margin	13.7%	12.3%	13.0%	10.3%	(3.4%)	(2.0%)	(24.8%)	▼
Revenue factor	1.40	1.31	1.35	1.33	(0.07)	0.02	(5.0%)	▼
Backlog	336.1		491.6	530.1	194.0	38.5	57.7%	▲

Thank you

For more information

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