

16 August 2010

protecting people, property and environments ™

The Company Announcements Platform Australian Securities Exchange Limited Level 4, 20 Bridge Street, Sydney NSW 2000

Dear Sirs,

## **Results for Announcement to the Market**

## Appendix 4E: Preliminary Financial Statements for the Year Ended 30 June 2010

Greencap Limited (ASX : **GCG**) is pleased to announce its preliminary financial results for the year ended 30 June 2010 resulting in a net profit after tax of \$ 4.33 million.

Full details of the result and commentary are enclosed in the attached Preliminary Financial Report.

MIJSlah

Yours faithfully

Michael Slater Chief Financial Officer

Greencap Limited ABN 24 006 631 769 East coast office: Level 3 818 Whitehorse Road Box Hill Victoria 3128 Ph: 613 – 9896 – 8600 Fax: 613 – 9890 - 8911

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PRELIMINARY FINANCIAL REPORT - YEAR ENDED 30 JUNE 2010 ABN 24 006 631 769

# Corporate Directory

#### DIRECTORS

Byram Johnston (non executive Chairman) Andrew Gay (non executive Director) Adrian Kloeden (non executive Director) Peter Martin (non executive Director) Scott Bird Andrew Meerman

## SECRETARY

Hugh Lennerts

## **REGISTERED OFFICE**

Level 7, 182 St Georges Terrace, Perth, WA Telephone: +61 8 9289 8377 Facsimile: +61 8 9322 4251

## **POSTAL ADDRESS**

PO Box 7480. Cloisters Square, Perth, WA 6850

## **OFFICE LOCATIONS**

#### Greencap Limited (West coast office)

Level 7, 182 St Georges Terrace Perth, WA www.greencap.com.au

## Noel Arnold & Associates Pty Ltd

Head Office Level 3, 818 Whitehorse Road Box Hill, Melbourne, VIC www.noel-arnold.com.au

#### **ENV Australia Pty Ltd**

Head Office Level 7, 182 St Georges Terrace Perth, WA www.env.net.au

#### Environmental & Licensing Professionals Pty Ltd

Level 27, 288 Edward Street Brisbane, QLD www.elp.com.au

#### Trevor R Howse & Associates Pty Ltd

Suite 3, Level 1 19 Harris Street Pyrmont, Sydney, NSW www.trh.com.au

#### Validus Group Pty Ltd

858 Hay Street Perth, WA www.validusgroup.com.au

**ENV Asia Pte Ltd** 36 Robinson Road City House, SINGAPORE

## SHARE REGISTRY

Advanced Share Registry 150 Stirling Highway, Nedlands, WA 6009 Telephone: +61 8 9389 8033 Facsimile: +61 8 9389 7871 www.advancedshare.com.au Post Office Box 1156 Nedlands, WA 6009

## **AUDITORS**

Moore Stephens, Perth, WA

## BANKERS

National Australia Bank Limited Melbourne, VIC

## LAWYER

Cowell Clarke, Adelaide, SA

#### **Greencap Limited (East coast office)** Level 3, 818 Whitehorse Road Box Hill Melbourne, VIC

#### **Trimevac Pty Ltd**

Head Office Level 2, 11 Khartoum Road North Ryde, NSW www.trimevac.com.au

#### ECC Pty Ltd

The Stanhill Centre Suite 8 &13, 33 Queens Road Melbourne, VIC www.eccptyltd.com

#### **AEC Environmental Pty Ltd**

12 Greenhill Road, Wayville, Adelaide, SA www.aecaust.com.au

#### Leeder Consulting Pty Ltd

Unit 5, 18 Redland Drive Mitcham Melbourne, VIC www.leederconsulting.com

#### MC2 Pacific Pty Ltd

Level 3, 68 Alfred Street Milsons Point, Sydney, NSW www.mc2pacific.com.au

#### PT ENV Indonesia Pte Ltd

Intilad Tower 9th Floor JI Jend Sudirman Kav 32 Jakarta, INDONESIA

## **Greencap Limited**

## ASX Preliminary final report

## ABN 24 006 631 769

## For the year ended 30 June 2010

## Lodged with ASX under Listing Rule 4.3A

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## Greencap Limited For the year ended 30 June 2010 (Previous corresponding period: year ended 30 June 2009)

## **Results for Announcement to the Market**

	Movement \$A'000	12 months to 30 June 2010 \$A'000		12 months to 30 June 2009 \$A'000	Movement %
Revenues from continuing operations	Up 2,444 to	62,745	from	60,301	4.0
Net Profit after tax for the period from continuing operations	Down 2,609 to	4,327	from	6,936	(37.6)
Net Profit after tax for the period from continuing operations attributable to the members of Greencap Limited	Down 2,609 to	4,327	from	6,936	(37.6)
Dividends (distributions)		Amount per	r securit	•	d amount per ecurity
Dividend The Company is not declaring a divide point in time. Please refer to the Summ and Financial Review contained in the report.	ary Operating	n/a			n/a
Previous corresponding period		\$0.0075	5	fully	franked
Ex dividend date Record date for determining entitleme	nts to the dividen	- d			
Date for payment of Dividend					

## Brief explanation of reported figures

Please refer to the Chairman's Letter, and the summary Financial and Operational Review enclosed.

## **CHAIRMAN'S LETTER**



#### Dear Shareholders

This year Greencap moved to the second phase of maturity. During the initial phase, from July 2007 through July 2009, the Company acquired a number of risk management businesses.

These acquisitions gave Greencap a broad geographic base across Australia. We have over 400 trained personnel who deliver high quality consulting services covering risk issues associated with the protection of property, people and environments. The next phase of development will harness the unique characteristics of each business to grow the overall business.

In the relatively short period I have been Chairman I have had the opportunity to review our businesses. We have some outstanding businesses which are well positioned to capitalise on the opportunities the market is presenting to us. We have a renewed Board with a majority of independent members. We have appointed a new operationally focused CEO. Andrew Meerman, our new CEO, has more than 25 years experience in the industry. The Board will work with Andrew as he leads the Company in its next phase of development. Details of the strategic focus for the Group are covered in the Operating and Financial Review section of the enclosed report. While the Company will focus for the immediate future on organic growth, we will continue to consider acquisition opportunities.

Despite the general economic environment the group experienced a growth in revenue of 4% to \$62.7m. Unfortunately this was not translated into NPAT with a drop of 37% over the prior year. This drop was the result of tighter operating margins, one off expenses associated with aborted acquisitions, legal expenses and fees associated with the board and management renewal. These are discussed in more detail within the Operating and Financial Review section of the enclosed report.

During the year we moved into Asia with the establishment of a primary office in Jakarta, supported by a small establishment in Singapore. This will enable the group to capitalise on the growth of the resources sector in this region.

I thank the Board members who retired over the past year. I also thank members of the management team who were instrumental in taking Greencap through the first phase of development. I extend my appreciation to the management team and all staff for their contribution to the on going success of your company

I look forward to updating you on the continued development of the Company.

Johnston

Byram Johnston OAM Chairman

## SUMMARY OPERATING AND FINANCIAL REVIEW

#### Overview

The Company experienced a number of significant challenges during the year to 30 June 2010, in turn impacting upon the financial performance of the group.

The Company continues to follow its business strategy focused on being a leading Risk Management group within Australia. The group attained annual revenues of \$62.7 million (FY 2009 \$60.3 million) and net profit after tax (NPAT) of \$4.3 million (FY 2009 \$6.9 million – NB \$6.0 million on an ongoing basis excluding a net tax credit of \$0.9 million) against a challenging background.

Whilst the net profit after tax result was below expectations, the group continued to drive cash generation in a positive manner. A key outcome for Greencap was the continued improvement in the level of group net debt (cash less all debt instruments), which saw a \$1.5 million improvement year on year. This improvement arose after meeting payments totalling \$2.9 million in respect of group dividend, deferred consideration payments, and outstanding loan liabilities to vendors of acquired businesses, and reflects the continued focus and capability for cash generation across the group.

The Company has determined not to declare a dividend this year. As part of its ongoing balance sheet management strategy, the Company intends to retire debt by over \$1.5 million during the 1st half of FY 2011. This strategy should improve the group's balance sheet structure. The Company intention is to declare and pay a dividend of approximately half a cent per share during quarter 3 of FY 2011.

As noted in last year's annual report, the general economic conditions experienced during FY 2009 had a flow on effect to the group's client base and their use of the Greencap services. This trend continued into FY 2010 translating into lower operating margins. It is only during the last quarter of FY 2010 that the group started to see greater stability return to its revenue base.

In November 2009 the company received an unsolicited offer to acquire its wholly owned subsidiary company Noel Arnold & Associates Pty Ltd ("NAA"), from a management group of that entity. Greencap's board of directors did not consider the offer appropriate, nor to be in the best interests of shareholders, and accordingly rejected the offer. Whilst having an unsettling effect on staff within that business for a period of time, we are very pleased to report that the underlying performance of that business during the 2<sup>nd</sup> half of FY 2010 has been extremely positive, with the final quarter FY 2010 performance returning to a level consistent with previous best quarter performances.

In February 2010 the company received final confirmation that the Professional Indemnity claim matter in relation to the group subsidiary Trevor R Howse & Associates Pty Ltd ("TRH") had been finalised. Whilst there was no direct financial impact from the claim on the company, the matter had been long and intensive for the management team of that business.

In September 2009, the company announced it was exploring a potential merger with Emerson Stewart Limited. Emerson Stewart Limited is an ASX listed entity (ASX code ESW), operating in the engineering services sector. Following a period of intense due diligence, the board of Greencap determined that the merger as proposed was not at that stage, in the best interests of shareholders, and so determined to withdraw from merger discussions.

During the 2<sup>nd</sup> half of the year, the company implemented a new board structure, with the appointment of three non executive and independent directors from March 2010. This has been a target requirement of the company, being to create a board structure aligned to ASX governance requirements, as well as ensuring that the newly constructed board had a strong ability to add value to business operations. The company considers that it has successfully achieved these two critical measures, and has now created an excellent base for the next stage of the group's development.

The company incurred specific and direct costs in relation to the above four noted matters, incurring one-off charges of \$0.8 million. There are potentially additional opportunity costs incurred by the group in relation to these matters, although it is not feasible to determine what such levels might be.

A key part of the board restructure was to also appoint an operationally focused Group Chief Executive Officer. This is consistent with the Group's transition from the initial "buy and build" phase into the next stage of organic growth by adding to existing service lines and extension of the geographic footprint for individual business units. The appointment of Andrew Meerman as Group CEO provides the operational expertise to drive delivery of group business development outcomes.

A key focus for the group moving into the next stage of its growth will be to better access the underlying strength of the individual group businesses. Accordingly, the primary emphasis during the short term will be on the organic growth of group earnings. Acquisition opportunities will be considered, with areas of specific interest being two main categories. Firstly, by strengthening our current service delivery though bolt on acquisitions that will extend our reach in key geographic regions and improving service offerings. Secondly, by expanding the Group's range of services in the risk management arena particularly focusing on high growth/margin opportunities.

Greencap has successfully brought together a number of high calibre risk management businesses, each of which has growth capability within its specific area of expertise. The operational businesses generated underlying EBIT performance before corporate overheads of \$9.6 million during the year ended 30 June 2010 (2009 \$ 10.8 million).

**Current position** Strategic benefit / potential Ability to support aggressive organic developments, and Underlying business earnings / cash-flow support new business initiatives such as ENV Asia. Broad geographic coverage in key local markets Existing networks within key locations provide base for incremental service delivery Embedded within each business, there are very specific Key areas of expertise and specialist skills bases - the opportunity to extend these across group businesses, and up-skill enables excellent replication potential Overseas markets with growth potential Initial step taken through establishment of ENV Asia to service resource sector within Indonesia, and support international bank assessments of resource projects primarily out of Singapore. Legislative environment continues to change Ongoing changes continue to drive demand for existing, and newly developed services from group businesses. We consider that legislative change is unlikely to reduce in the medium term Technology solutions CM3 and RM3 technology solutions as developed by NAA are gaining traction within the NAA business; these technology solutions are now ready to extend to the client base of all group companies

Key current positioning factors for the group can be considered to include;

Greencap sees the next stage of operational enhancement being through the closer collaboration of the individual businesses. The enhancement of group leverage and national opportunities will include the following strategies in FY 2011.

- Establishment of a national key account management program that will provide a framework and consistent process for managing key clients and opportunities across the Greencap group. This initiative will present increased opportunities to leverage the broad range of services delivered by Greencap group companies through existing and long standing key client relationships. These clients represent a significant cross section of ASX top 200 organisations and major public sector organisations.
- Implementation of industry and client specific business development strategies at a group wide level. Major organisations are seeking a national and integrated approach to meet their risk management needs. Greencap will establish an integrated business development and service delivery model that harnesses the skills and expertise across the group in a coordinated manner.

- Evaluation and integration of smaller bolt on acquisitions that can be integrated into existing group companies to enable broader geographic coverage in growth sectors and related service areas. The opportunity to grow existing service capabilities including environmental licensing/land access approval services, occupational health and safety services and web-based risk management solutions in the resources and energy sector is particularly attractive and will deliver increased margins to the business. Expansion of the building code compliance and certification services capability in the group will be evaluated to establish a national focus and broader range of allied services. A national footprint in this developing field will capitalise on the benefits of increased size and market penetration.
- Strategic partnering of group companies associated with major tender and service panel opportunities where the combined services and synergies will open new and larger markets for Greencap.
- Ongoing review and implementation of strategies to increase group wide cost savings and efficiencies. Systems, processes and hardware will be benchmarked against corporate standards to establish a platform for business enhancement and profit growth in group companies.

Greencap considers that the range of services and quality of underlying business capabilities within the group provides an excellent platform from which to drive these operational strategies.

#### **Corporate Summary**

During the year ending 30 June 2010, the Company did not undertake any new acquisition transactions. A number of transaction related matters were concluded, being payment of deferred consideration in respect of previously completed acquisitions.

On 30 October 2009, the Company paid final consideration in respect of its earlier acquisition of Environmental & Licensing Professionals Pty Ltd ("ELP"). A final deferred consideration of \$ 0.2 million was paid to the vendor of ELP. The consideration was paid in the form of cash \$ 0.1 million, and the balance through the issue of 701,180 new fully paid ordinary shares in Greencap Limited. (refer note 9 for further details regarding consideration).

On 30 October 2009, the Company paid final consideration in respect of its earlier acquisition of the business of Leeder Consulting ("Leeder"). A final deferred consideration of \$ 0.9 million was paid to the vendors of Leeder. The consideration was paid in the form of cash \$ 0.45 million, and the balance through the issue of 3,032,970 new fully paid ordinary shares in Greencap Limited. (refer note 9 for further details regarding consideration).

On 1 September 2009, the Company paid deferred consideration in respect of its earlier acquisition of the business of MC2 Pacific ("MC2"). The deferred consideration of \$10,000 was paid to the vendor of MC2. The consideration was paid wholly in the form of cash (refer note 9 for further details regarding consideration).

Greencap will continue to assess further acquisitions in the Risk Management area.

## **Financial Review**

A summary of the consolidated results for the full year is set out below.

	12 months to 30 June 2010 \$ 000's	12 months to 30 June 2009 \$ 000's
REVENUE		
Risk Management consulting	62,701	60,252
Corporate _	44	49
Total Revenue	62,745	60,301
RESULTS		
Operational Earnings Before Interest and Tax	9,585	10,829
Corporate costs (excluding non recurring items)	<b>(</b> 1,17 <b>4)</b>	(1,243)
Consolidated Earnings Before Interest and Tax – ongoing basis	8,411	9,586
Non recurring items		
- corporate matters	(808)	-
- ENV Asia start up losses	(189)	-
Statutory basis - Earnings Before Interest and Tax	7,414	9,586
Interest expense	(1,032)	(1,094)
Profit Before Income Tax	6,382	8,492
Income Tax Expense – current year	(2,055)	(2,533)
– credit re prior year	-	977
Net Profit After Tax – continuing operations	4,327	6,936
Net Loss After Tax – discontinued operations	-	(98)
Profit attributable to members of Greencap Limited	4,327	6,838
Operating cash-flows	5,803	5,355
Investing activity cash-flows	(1,709)	(15,427)
Financing activity cash-flows	(4,541)	8,849
Closing cash	3,340	3,787
Closing Debt (Commercial bill / Vendor Loan/ Equipment Finance)	(13,595)	(15,507)
Closing Net Debt	(10,255)	(11,720)

The financial performance for the 2010 financial year includes earnings contributions from all group businesses following the completion of current acquisitions made in May 2009. The 2009 financial year includes contributions from businesses acquired in that year from the date of effective purchase completion.

The Company has continued to drive solid cash performance against the weaker economic background experienced during the year. The Company generated a net positive operating cash-flow of \$1.2 million during the 7 days immediately after the 30 June 2010 year end (\$0.6 million in the equivalent 7 day period post 30 June 2009 year end). This reflected significant debtor receipts that had been deferred over the actual 30 June year end.

A summary of earnings performance compared to net debt performance is noted.

	30 June 2010	31 December 2009	30 June 2009
EBIT – underlying basis	8,411	3,846	9,586
Interest Cover - underlying	8.1 X	7.5 X	8.7 X
Net Debt	10,255	11,602	11,720
Net Debt : EBIT	1.22 X	1.51 X (annualised)	1.22 X
Net Debt : Total Equity	17.7%	20.8%	21.3%

As at 30 June 2010, the Company had gross borrowings of \$13.6 million (which includes \$0.98 million in respect of lease asset financing), and representing 23.4% of total equity. Net borrowings including cash funds represented 17.7% of total equity. Interest cover for the 12 month period was approximately 8.1 times, and the ratio of net borrowings to EBIT was 1.22 times.

Whilst the Company has experienced a slower year in terms of underlying earnings, the group has maintained solid operating cash performance and a continued trend in improving its net debt position.

The Company will continue to assess its debt and gearing strategy. At present, the short term target for the group is to keep gross debt at below 25% of equity, (with a lower band level of 20%) and a gross debt / EBIT ratio of no more than 1.5 times. Within the medium term, the Company intends to reduce its gross debt / EBIT ratio down to 1 times multiple.

#### **Capital Structure**

All of the acquisitions undertaken by the Company to date have been funded in part through the issue of fully paid ordinary shares. New shares were issued during October 2009 in respect of deferred consideration entitlements relating to the acquisitions of Environmental & Licensing Professionals Pty Ltd and Leeder Consulting.

The Company paid a 0.75 cent per share dividend in September 2009. The Company utilises a Dividend Re-Investment Plan. As part of the dividend payment, shareholders were able to receive dividend entitlements in the form of Greencap shares, issued at 3% discount to the volume weighted average price for shares traded over the 5 trading days to 8 September 2009.

The changes to the capital structure during FY 2010 are summarised:

Movement in ordinary shares on issue	Shares
Balance at 1 July 2009	258,068,341
Shares Issued;	
- under Dividend Reinvestment Plan (22 September 2009)	712,894
- as part deferred consideration for purchase of ELP Pty Ltd (30 October 2009)	701,180
- as part deferred consideration for purchase of Leeder Consulting (30 October 2009)	3,032,970
Total shares on issue at 30 June 2010	262,515,385

## Options

50,000 options with an exercise price of \$4.00 per option expired on 30 November 2009.

Following the expiry of these options, there are no longer any outstanding options over shares of the Company.

#### **Operational Review**

#### Introduction

The Company performance for FY 2010 included full 12 month contributions from all acquired businesses. Each of the acquired businesses made a positive contribution to the group earnings result.

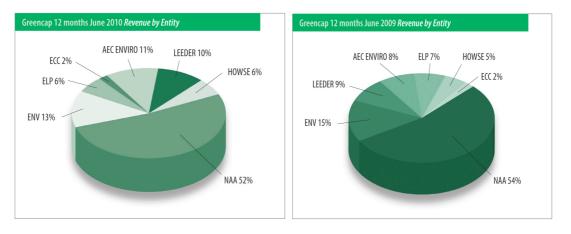
As previously highlighted, the operational environments experienced by the Company and all its operating businesses, was adversely effected by the general economic climate of calendar 2008 and 2009. There was a flow on effect into the early part of calendar 2010. The Company has started to experience promising signs of improved conditions during the last quarter of FY 2010, although client and project decision making processes remain slower than those experienced prior to the economic slow-down.

In March 2010 the Company announced that it was commencing an initiative to enter the Asian market, providing environmental services through a newly formed operating entity ENV Asia. This business was established, and commenced operations during the final quarter of FY 2010. During this start up phase, the business incurred a loss as it established operations and infrastructure. A fuller discussion regarding ENV Asia is incorporated in the Operating Business Commentary section on page 12.

The table below sets out the 1st half compared to 2nd half key trading activity for the Company.

	12 months to 30 June 2010 \$ 000s	6 months to 30 June 2010 \$ 000s	6months to 31 December 2009 \$ 000s
Risk Management Consulting	62,701	33,404	29,297
Corporate	44	17	27
Total Revenue	62,745	33,421	29,324
Operational Earnings before interest & tax	9,585	5,279	4,306
Corporate costs (excluding non recurring items)	(1,174)	(714)	(460)
Consolidated Earnings Before Interest and Tax – ongoing basis	8,411	4,565	3,846
Non recurring items			
<ul> <li>corporate matters</li> </ul>	(808)	(502)	(306)
- ENV Asia start up losses	(189)	(189)	-
Statutory basis - Earnings Before Interest and Tax	7,414	3,874	3,540
Interest Expense	(1,032)	(517)	(515)
Profit Before Tax	6,382	3,357	3,025
Income Tax Expense	(2,055)	(1,135)	(920)
Net Profit After Tax	4,327	2,222	2,105
Cash flows generated in Operating activities	5,803	2,295	3,508

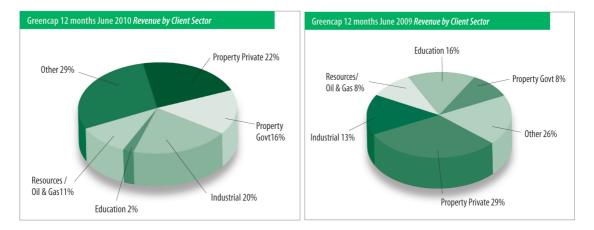
The 2<sup>nd</sup> half year saw the group revenues improve 14% compared to the 1<sup>st</sup> half of FY 2010. This revenue increase was reflected in operational EBIT, with a 23% increase over the 1<sup>st</sup> half FY 2010. The 2<sup>nd</sup> half year improvement in performance is starting to reflect the general market situation being experienced across the various group sectors.



FY 2010 reflects a full year contribution from all group businesses. FY 2009 includes the effect of businesses acquired part way through that year (AEC Environmental / Trevor R Howse / Leeder Consulting / MC2).

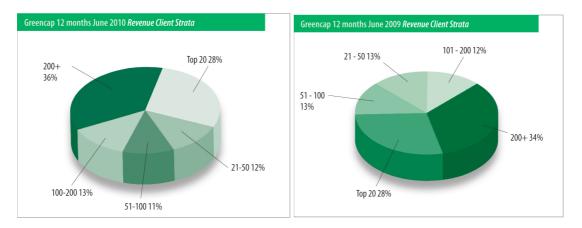
Greencap continues to enjoy a broad and diverse client base. During FY 2010 Greencap group companies provided services to approximately 4,500 clients.

Despite the weakened economic background, group businesses continued to achieve success in winning new clients. Approximately 25% of total revenues in FY 2010 were generated from new clients won by group businesses.



As in previous years, provision of services to the property sector remains the dominant service area for the group. The primary activities within the property sector relate to hazardous materials risk management, implementation of property risk and audit programs, conduct of essential safety measures and building code compliance assessment programs, environmental services, and provision of technical risk services.

The client strata profile of the group has remained in line with that experienced in the previous year. The group continues to focus on maintaining a broad spread of client relationships and not having too great a dependence upon any individual client / client group.



## **Operating Business Commentary**

## <u>Noel Arnold & Associates Pty Ltd and its subsidiaries Trimevac Pty Ltd and MC2 Pacific Pty Ltd</u> (collectively referred to as "NAA")

NAA continues to perform positively despite experiencing a downturn in demand in the first half of FY 2010 due to flow through impacts of the global financial crisis. The second half performance for FY 2010 was 61% above that of the first half of FY 2010. The performance uplift in the second half of FY 2010 was related to several factors, including the general improvement in the economic environment, restructuring of the Victorian operations following the rejection of the NAA MBO proposal in November 2009 and increased revenue contribution from several major projects secured and completed in this period. It is noted that some staff left the NAA business following rejection of the NAA MBO proposal. However, steps have been taken to replace departed staff and limit loss of key clients. Total staff (effective full time) for the group has increased by 8% over the FY 2010 year.

Nett billing and EBIT performance for NAA exceeded FY 2010 budgets by approximately 7% & 17% respectively. This was attributed to the strong presence of NAA in the marketplace and the increasing demand for integrated risk management services in the Australian environment underpinned by corporate governance and legislative drivers.

Despite the global financial crisis, NAA has continued to invest in development of products and services in the risk management field. NAA has historically maintained a strong technical foundation in the risk management area, providing a broad range of risk assessment services. Combined with the web-based system Rm3, NAA has been able to build on this service excellence and provide portfolio/enterprise risk solutions for major organisations. This capability is increasingly underpinning revenue growth in the group. NAA continue to develop and deliver innovative services focused on improving leadership & culture in risk management to enhance existing risk management programs. These services have been delivered to a broad cross-section of organisations and have contributed to significant performance improvements. Increased growth is expected in these strategic business/consulting services which will deliver improved margins from the higher rates associated with these services.

A number of the key highlights for FY 2010 include:

- NAA completed a large hazardous materials management project associated with a significant resource sector construction project in Western Australia. A broad range of hazardous materials risk management services were provided by the project team of 6 8 staff over a 4 month duration.
- NAA completed a major safety culture survey and improvement program for a leading nuclear science research organisation. This project involved engagement with personnel at all levels of a very risk diverse organisation. The development of an improvement strategy endorsed by the CEO was a key outcome of the project.
- WorkCover NSW appointed NAA in conjunction with an indigenous training organisation to establish strategies for improving health and safety awareness within NSW aboriginal community. The project commenced in early 2010 and will extend over an 18 month period.
- Completed a strategic health and safety review of a large financial institution to ensure appropriate governance and risk management processes are in place and delivering effective outcomes for the organisation.
- Completed a complex environmental site investigation of a defence facility site located in NSW. The project has extended over a 12 month period and involved extensive soil, groundwater and sediment investigation.
- NAA was granted national accreditation to AS/NZS ISO/IMEC 17020 as a Type A Inspection Body. This accreditation demonstrates the high level of assurance and competency in the range of inspection services delivered by NAA.
- The Federal government initiative relating to the Building Education Revolution (BER) provided significant opportunities for NAA in the provision of hazardous materials and environmental services. In collaboration with the major project management companies, NAA was able to capture the many opportunities associated with the BER program primarily in the NSW region.

#### Trimevac

Trimevac has performed positively in FY 2010 and experienced increased demand for services in the second half of the financial year. This was attributable to successful marketing initiatives that led to the award of a major contract with a government agency and several other projects during this period. Revenue for FY 2010 has grown approximately 7% compared to FY 2009. The growth has been achieved through a robust service delivery methodology and focus on managing key accounts in the business.

The philosophy of relationship management continues to expand our reach into new geographic areas, new industries and new portfolios. This positive growth has seen Trimevac increasingly regarded as the lead subject matter expert in the field of Emergency Management. Trimevac's footprint within the market has changed from a commodity fire training service provider to a comprehensive Emergency Management Consulting company. This impacts positively on the culture of the company and Trimevac is increasingly being recognised as an employer of choice in the field.

As legislation and Australian Standards are changing in the emergency management field, Trimevac constantly strives to be at the cutting edge of these developments to continue to demonstrate value and benefits to the property sector in Australia. Queensland in particular, is a major focus for these emerging trends and the Queensland Trimevac team is growing in number and status with respect to recognition as 'Subject Matter Expert' to the major portfolios. IT development and enhancement initiatives proposed for F11 will increase operational efficiency and provide real time, compliance and communication links to clients and staff across the country.

#### **MC2** Pacific

After a difficult 2009, with the challenges of internal integration and the external economic climate, the MC2 Pacific business risk consulting services has picked up well in recent months and is now poised for significant improvement in FY 2011. A number of staffing issues have been addressed and efforts in penetrating new target sectors are beginning to pay dividends.

Good growth in both revenue and profitability is anticipated, based not only on the recruitment of key staff, but also on: (i) the current stock of sold work to start the year, already representing over 30% of the annual budget, with a good spread across our core services, target sectors, and geographic presence; and (ii) a strong pipeline of firm further opportunities, supported by some initial gains from the group-wide efforts to enhance the Key Account Management process.

In addition, further opportunities are evident in target areas of transport, education and health, property, and utilities, with potential projects under discussion or about to start. While a number of challenges remain in optimising integration and cross selling, we are now much better placed to provide improved performance in FY 2011.

#### Web-Based Risk Solutions

The Rm3 web-based risk management suite of products continue to perform well. Investment in product development and business development has contributed to increased sales of 34% compared with FY 2009. A particular marketing focus in the property sector has contributed to successful implementation projects with General Property Trust, Challenger Property Trust, Centro Properties Group and Australian Wheat Board.

NAA was also able to support the Rm3 implementation program with a broad range of risk management services that deliver significant positive outcomes for clients and also enhance consulting revenue streams. Additional development work on the Rm3 product range is proposed for FY 2011 to increase functionality and enhance real time capture of risk and compliance data through portable tablet PC devices.

The Cm3 web-based Contractor Prequalification portal continues to gain greater market penetration. Contractor registrations to Cm3 grew 50% in FY 2010 compared with the previous year. This has contributed to revenue growth of 130% for the same period. The Cm3 system is now developing a substantial annuity revenue base and it is expected that these growth rates will continue in FY 2011. Major organisations utilising the Cm3 system include: Westfield Limited, Colliers International, Transurban, General Property Trust and Australian Red Cross. The development of an online contractor induction and training capability for Cm3 is planned for September 2010 and will provide an important additional service capability and revenue stream for the Cm3 system.

## ENV Australia Pty Ltd ("ENV")

ENV. Australia Pty Ltd (**ENV**) experienced a year where demand for its services was below expectations. As a consequence the revenue and profit generated from the business fell short of budgets set at the commencement of the year. Company resources were applied to improving company systems generally and retaining staff to ensure that ENV is well placed for the coming upturn in the markets within which it operates. A major initiative was the establishment of offices in Singapore (ENV Asia) and Jakarta (ENV Indonesia), the latter particularly experiencing substantial demand for its services.

ENV's clientele primarily own, manage or control property or operate in the resource sector. The company enjoys a balance between private, and government clients. ENV's performance is determined by the health of the WA land development and resources sectors. Generally the property market experienced a modest recovery initially in 2009/10 on the back of first home buyers. Similarly the resources industry experienced a downturn but with a more robust recovery. Despite the recovery demand did not reach the high levels of previous years.

Legislative requirements continued to drive the demand for ENV's environmental services. The requirement to conform to state and federal legislation is the primary driver of demand for services and this fact has ensured continued demand for ENV's services despite lower general economic activity.

Resource orientated projects continued to provide substantial demand for survey orientated work in the biological sciences. This demand was maintained throughout the year. Large scale assessments have been performed for major resource and infrastructure projects, in the Pilbara, Kimberley, mid-west and south west regions of Western Australia. Recent panel wins indicate strength in this area in coming years.

Demand for the assessment and remediation of contaminated land was flat during the year. There was a greater reliance on government work in this sector as the private property market became less buoyant. The complexities associated with this type of work continue to ensure that competition in this area is limited.

The demand for environmental sustainability services continued to provide new business opportunities during the year. The requirement to efficiently utilise and manage water resources resulted in demand for services in water resource management. We anticipate stronger demand in this area once financial pressures abate.

In conclusion, ENV's performance over the year was flat but consistent with the markets within which it operates. As a consequence of the retention of staff and the new initiatives in SE Asia, ENV is well placed for a return to stronger performance in the coming financial year.

## ENV Asia Pte Ltd / PT ENV Indonesia ("ENV Asia")

Greencap expanded its business into South East Asia during the 2<sup>nd</sup> half FY 2010 through the establishment of ENV Asia offices in Singapore and Jakarta.

Asia's dynamic economic environment offers a broad range of opportunities and ENV Asia is well-placed to support multinational companies and the extractive industry which is attracted by Asia's significant undeveloped natural resources. ENV Asia has already achieved considerable success in taking advantage of these new market opportunities. During the first few months of operation, ENV Asia has been successful in securing environmental projects with combined project values worth approximately A\$ 1 million. Some of these projects include;

- An environmental umbrella agreement for a major nickel mining company under the agreement ENV Asia will provide assistance in the environmental permitting of new capital investments, and
- Preparation of the environmental and social impact assessment of a tailings storage facility in accordance to the IFC Performance Standards

In Singapore, the business focus is on supporting multinational banks in the environmental appraisal of their investments. Within Indonesia, the business is working predominantly in the mining and the oil & gas sectors, particularly for large multinational companies with operations throughout Asia.

There is an increasingly strong emphasis on conformance to environmental laws and regulations in Asia. Government authorities as well as banks are keen to ensure that the environmental impacts of major resource projects are closely managed and this is creating strong demand for environmental risk management consulting services. The regulatory regime is relatively complicated with a multitude of administrative and cultural practices and procedures that need to be well understood to successfully operate in the region. This naturally restricts the entry of competitors to the consulting market. Further change and development of environmental laws will add to the complexity of approvals for natural resource projects creating further demand.

An office has been established in Jakarta that has the capacity to accommodate over 20 environmental professionals. Indonesian and Australian professionals now operate out of this office. ENV Asia has successfully attracted high calibre consultants and engineers in the establishment phase of its operations, with a total of 10 professionals now operating from the Jakarta office. Each of the individuals introduced into ENV Asia enjoy a high standing in the industry with demonstrated experience in the region. The Indonesian business includes senior social consulting services, and has already gained recognition of service capability in the short period of time since commencing operations.

The successful establishment of the foundation business team and this team's success in securing initial projects provides an excellent base for the future growth.

## ECC Pty Ltd ("ECC")

FY 2010 has seen ECC continue its successful transition from a legionella risk business, into a high level engineering and risk based consultancy for corporate clients of commercial, industrial and retail sites throughout Australia. The key areas of consultancy include legionella risk management, water efficiency, energy efficiency audits and equipment condition/performance assessments. Legionella work in FY 2010 accounted for just over 50% of the business revenue, compared to almost 100% of business revenues in FY 2007. This exemplifies the transition, and creates a broader base from which to build in future years.

The markets within which ECC operates have been impacted by the global financial crisis during FY 2010, resulting in reduced funding for consulting projects and increased pressure on price. In addition to the GFC, a maturing market in legionella risk management within Victoria and increased competition has resulted in a 13% decrease in revenue from this sector. Due to the specialist nature of ECC's consultancy business, resourcing of suitably qualified staff also affected our business performance and revenue for FY 2010.

A key strategic initiative implemented during FY 2010 included establishing an ECC team presence based in the Trevor R Howse office in Sydney. This will enable further penetration into the NSW commercial, industrial and retail market. A focus on engaging high quality engineering consultants has also been instigated.

A significant boost to the water efficiency consulting work has been secured with ECC winning the tender for appointment by a major utility group to their water efficiency audit panel. The contract covers the period July 2010 to June 2011 with options to extend the contract by two one-year periods. The water efficiency audits will assist the client's commercial, government and industrial business customers understand the performance of their water and wastewater systems, as well as provide a breakdown of water use and identify cost effective opportunities to improve water efficiency and wastewater management.

In addition ECC has teamed up with a major international engineering consultancy, this relationship team being successful in being appointed to the Water Efficiency Investigation panel for the same utility group noted above. The project covers water efficiency investigations for the utility group's customers. The contract is over 1 year with 2 x 1 year extensions at the client's discretion

The ECC client base now consists of a mixture of property, industrial and health based clients. The major sector within the current ECC client base is commercial property, with major corporate clients engaged on a national basis.

The outlook for ECC in FY 2011 is most positive. The transition work undertaken during FY 2010 has positioned ECC to exploit new opportunities in the coming year. ECC anticipates accelerated growth in water efficiency revenue due to the utility group contract and growth in energy consultation due to the legislated mandatory disclosure requiring buildings of net lettable area in excess of 2,000 m<sup>2</sup> to provide details of their energy performance over the previous 12 months whenever there is a transaction (sale, lease or sublease).

## Environmental & Licensing Professionals Pty Ltd ("ELP")

ELP provides environmental, tenement, native title and cultural heritage and environmental training services for the mining and resource sector.

ELP has continued to experience solid growth over the past 12 months with FY 2010 revenues growing marginally over FY 2009, and delivering a 10% EBIT increase over the prior year.

Whilst the wider mining and resource market continues to slowly recover from the global financial crisis, the prospect of the Federal Government Super Profits Resource Tax created uncertainty amongst several clients in relation to future mining projects. Due to recent policy alterations this has generally abated. Nevertheless, some concern remains.

ELP continued to perform well within its sphere of operations. A number of key points to note include:

- Ongoing support to the Queensland Gas LNG projects.
- Increase workload for the Tenement as well as the Native Title / Cultural Heritage teams.
- Continued repeat work from existing clients for the Muddy Boots (Environmental Training).
- A number of critical Environmental licence applications prepared for small to medium sized clients.

It is expected that the ongoing support to the Queensland Gas Project will continue for at last a further 12 months providing ELP with both a solid work stream as well as good potential for further involvement in the future of that project.

The business has successful deployed its Muddy Boots training regimes in to a number of groups. One key client now uses this training regime a KPI for their operational management staff, in that they must undertake the Muddy Boots training.

With the mining and resource sector market confidence increasing, ELP is in a good position to continue its market growth whilst maintaining profitability.

In the first half of FY 2011 the key focus will be a period of consolidation with the following activities;

- Implementation of a Land Access Management System (LAMS) as part of our Tenement Services which will provide clients with better services
- Ongoing work for the Queensland Gas Project
- Continued increase workload for the Tenement as well as the Native Title / Cultural Heritage teams
- Building opportunities with other Greencap businesses and their clients particularly AEC, ENV and the Brisbane office of NAA
- Continued marketing and production of the Muddy Boots training program
- Servicing existing key clients

Muddy Boots whilst still having a focus in the resource sector, is converting opportunities in the construction and government areas which has the potential to support further growth opportunities. In addition, other Greencap businesses are utilizing the ELP Native Title and Cultural Heritage team in recent proposals. Muddy Boots and the Native Title / Cultural Heritage sections are seen as the most likely to experience growth in the short term.

## AEC Environmental Pty Ltd ("AEC")

AEC continued to experience strong growth during FY 2010 supported by a number of initiatives established at the commencement of the year. These initiatives coupled with increased use of the Greencap group association, has helped to lift AEC's profile in target markets.

Revenue grew approximately 50% over FY 2009 (annualised basis). This revenue growth has been achieved in all service areas which include site assessment and remediation, hazardous material assessment and management and statutory audits.

AEC's contaminated sites Auditor has continued to successfully build the audit business, and has achieved an excellent sector profile in Australia. Hazardous materials work has also experienced strong activity.

The global financial crisis clearly affected the property development market, an important sector for the business. AEC implemented a strategy focused on marketing aggressively to State and Local Government clients in the provision of site contamination assessment and remediation work. This strategy has been successful in largely managing the effects of the broader economic downturn.

The start of the new financial year has seen AEC carry over a number of major projects which will continue into 2011. Furthermore, recent announcements by the South Australian State Government and the release of the 30year development plan show a commitment to revitalising derelict land and creating urban regeneration within the state. AEC has positioned itself to be a leading service provider in this area and a number of strategic high level appointments recently announced will ensure a continued high quality service to the site contamination market.

In addition AEC has been successful in securing two major contracts in the Northern Territory. These include a major residential assessment and a significant asbestos assessment for the Commonwealth Government.

AEC has also diversified its skill base for hazardous materials assessment enabling the business to gain work in property risk assessment and occupational hygiene. It is expected that this will be a good growth area over the next few years.

AEC typically has over 500 clients per year many of whom are repeat customers. AEC maintains its client base by providing excellent client service and recognising that timely delivery of information is critical to its clients' success, as well as providing pragmatic and cost-effective options. This is a core belief which is enhanced through the Greencap group and the philosophy of "protecting people, property and environments".

During FY 2010, AEC achieved a number of important steps in its growth strategy, a few of which are noted;

- Obtaining National Association of Testing Authorities (Australia) certification for asbestos identification and asbestos fibre counting;
- Winning the SA Urban Development Institute of Australia award for Environmental Excellence and nomination for a National award;
- Completing a major asbestos assessment of 73 remote communities in the Northern Territory;
- Relocating into an expanded Darwin office, supported by 7 fee earners (grown from 4 fee earners at the end of FY 2010) Darwin provides excellent long term growth potential; and
- Winning a number of Northern Territory projects worth in excess of \$2 million running through to 2011.

AEC has a very optimistic outlook for FY 2011 with the current pipeline and work in hand being the strongest in the company's history. The business continues to enjoy extremely strong and positive support from its client base, engendered through a high degree of customer focus by AEC.

## Trevor R Howse & Associates Pty Ltd ("TRH")

Trevor R Howse and Associates is a specialist consultancy providing services to the building and construction sector specifically relating to building regulations, fire engineering, certification, town planning and essential services.

Despite the broader issues created by the global financial crisis and the subdued climate relating to the New South Wales construction sector the practice continued to perform well driven by select programs and relationships with long standing clients. Revenues for FY 2010 were up 10% on a 'like for like' basis compared with the prior year.

Key programs and projects for the year included:

- BER Program: TRH was one of the consultancies selected to manage certain aspects of the BER program, with responsibility for gaining planning approval from the government, as well as acting in the role of certifier for the completion phase of the school program;
- ADFA Redevelopment Project \$100m: This is a program constituting the construction and redevelopment of 11 buildings for the Department of Defence Training Academy;
- University of NSW Campus Living Project \$98m: The project relates to the construction of 'on campus' student accommodation facilities for 1,100 university students.

The business expects as the NSW economy improves that demand for building consultancy services will increase due to construction activity gathering momentum. In the long term the outlook for demand for services remains positive in the context of increasing legislative requirements in fire engineering, disability access and building audit.

## Leeder Consulting Pty Ltd ("Leeder Consulting")

Leeder Consulting continued the focus in FY 2010 on the core business of providing specialized, high-tech, nonroutine laboratory and on-site analytical services. Despite a tough economic environment due to the ongoing effects of the global financial crisis, this focus has achieved year on year revenue growth of 6%, and EBIT growth of 4%.

During the past 12 months Leeder Consulting has maintained its key clients as a result of long standing and stable relationships, while building on the development of new clients. Revenue has come from both existing and new clients, with a continued emphasis on key industries and the development of new and expanded services.

During the year the business has grown beyond the offices in Melbourne, Brisbane and Adelaide to open a new facility in central Queensland to service the exciting developments in the energy sector in this region. The business has also increased its capabilities across all locations in providing on-site analytical services around Australia.

In FY 2011 the focus is on profitable growth with the planned expansion of technical services both in the laboratory and on-site, and the continued emphasis on quality.

Leeder Consulting's diverse client base and specialized services provide a solid platform for continued strong financial performance into FY 2011 and beyond. Improvements in the local and global economies will also see an increase in activity from existing clients and industries that were adversely impacted by the recent financial turmoil.

#### Greencap Limited Preliminary Consolidated Statement of Comprehensive Income For the year ended 30 June 2010

		CONSO	LIDATED
	Note	2010 \$ 000s	2009 \$ 000s
Continuing operations	-	Ş 000s	\$ 0003
Revenue	3	62,745	60,301
Other income	3	124	57
Direct project external expenses		(9,239)	(12,641)
Employee benefits expense		(36,334)	(30,259)
Occupancy expense		(2,550)	(2,131)
Depreciation		(727)	(625)
Other expenses from continuing operations		(6,605)	(5,116)
Profit from continuing operations before income tax and finance costs	_	7,414	9,586
Finance costs		(1,032)	(1,094)
Profit before income tax	_	6,382	8,492
Income tax expense	4	(2,055)	(1,556)
Net Profit after tax from continuing operations	_	4,327	6,936
Discontinued operation			
(Loss) after tax from disposal of discontinued operation		-	(98)
Total Comprehensive Income for the year	_	4,327	6,838
Net Profit attributable to members of Greencap Limited	_	4,327	6,936
Total Comprehensive Income attributable to members	_		
of Greencap Limited	_	4,327	6,838
Earnings per share - dollars per share	5	¢0.01//	¢0,000
<ul> <li>basic for earnings for the year</li> <li>basic for earnings from continuing operations</li> </ul>		\$0.0166 \$0.0166	\$0.0288 \$0.0292
- diluted for earnings for the year		\$0.0188 \$0.0166	\$0.0292 \$0.0288
- diluted for earnings from continuing operations		\$0.0166	\$0.0288
- dividends declared per share		,0.0100 n/a	\$0.0075
		n/u	ψ0.0070

#### Greencap Limited Preliminary Consolidated Statement of Financial Position As at 30 June 2010

		CONSO	IDATED
	Note	2010 \$ 000s	2009 \$ 000s
ASSETS		·	
Current Assets			
Cash and cash equivalents		3,340	3,787
Trade and other receivables		13,208	12,439
Other current assets	_	1,733	1,034
Total Current Assets	-	18,281	17,260
Non Current Assets			
Plant and equipment		3,034	2,582
Intangible assets		61,387	61,384
Other non current assets		1,508	1,276
Total Non Current Assets		65,929	65,242
TOTAL ASSETS	_	84,210	82,502
LIABILITIES Current Liabilities			
Trade and other payables		7,346	6,524
Provisions		3,576	4,338
Other current liabilities		1,541	974
Interest bearing liabilities	_	1,838	2,510
Total Current Liabilities	_	14,301	14,346
Non Current Liabilities			
Trade and other payables		33	30
Other non current liabilities		82	143
Interest bearing liabilities		11,757	12,997
Total Non Current Liabilities	_	11,872	13,170
TOTAL LIABILITIES	_	26,173	27,516
NET ASSETS	_	58,037	54,986
EQUITY	7	45.020	45.070
Issued capital Employee equity benefits reserve	7	45,938 622	45,279 622
Accumulated profits		022 11, <b>477</b>	9,085
	_	11,477	7,000
TOTAL EQUITY	_	58,037	54,986

#### Greencap Limited Preliminary Consolidated Statement of Cash-flows For the year ended 30 June 2010

	CONSOLIDATED	
	2010 \$000s	2009 \$000s
CASH FLOWS FROM OPERATING ACTIVITIES Receipts from customers Payments to suppliers and employees Interest and bill discounts received Borrowing costs paid Income taxes paid Goods and services tax paid Net cash from operating activities CASH FLOWS FROM INVESTING ACTIVITIES Payment for acquisition of controlled entities Purchase of plant and equipment	68,538 (56,189) 68 (1,037) (1,372) (4,205) 5,803 (580) (1,130)	65,090 (51,966) 166 (1,175) (2,688) (4,072) 5,355 (13,193) (1,980)
Payments associated with disposal of discontinued entity Other	- 1	(1,766) (257) 3
Net cash (used in)investing activities	(1,709)	(15,427)
CASH FLOWS FROM FINANCING ACTIVITIES Proceeds from issue of ordinary shares Payment of share issue and debt raising costs Net proceeds from borrowings Repayment of borrowings Payment of dividend On market buy back of non marketable share parcels Payment of loan entitlements to vendors of acquired businesses	(7) 164 (2,364) (1,825) - (509)	7,200 (620) 9,787 (4,775) (1,166) (15) (1,562)
Net cash from financing activities	(4,541)	8,849
Net (decrease) in cash and cash equivalents Cash and cash equivalents at the beginning of the financial year Foreign exchange rate adjustments Cash acquired on acquisition of controlled entities	(447) 3,787 - -	(1,223) 4,752 (5) 263
CASH AND CASH EQUIVALENTS AT THE END OF THE FINANCIAL YEAR	3,340	3,787

## Greencap Limited Preliminary Condensed Statement of Changes in Equity For the year ended 30 June 2010

Consolidated	Attributable to Equity Holders of the Parent Option				
	lssued Capital \$ 000s	Premium Reserve \$ 000s	Accum. Profit \$ 000s	Other Reserves \$ 000s	Total \$ 000s
At 1 July 2009	45,279	622	9,085	-	54,986
Profit for the period	-	-	4,327	-	4,327
Shares issued to vendors of acquired businesses	553	-	-	-	553
Share issue costs	(4)	-	-	-	(4)
Dividend Reinvestment Plan	110	-	-	-	110
Dividend paid		-	(1,935)	-	(1,935)
At 30 June 2010	45,938	622	11,477	-	58,037

Consolidated	Attributable to Equity Holders of the Parent Option				
	lssued Capital \$ 000s	Premium Reserve \$ 000s	Accum. Profit \$ 000s	Other Reserves \$ 000s	Total \$ 000s
At 1 July 2008	29,761	622	3,518	(26)	33,875
Profit for the period	-	-	6,838	-	6,838
Capital raising completed	7,200	-	-	-	7,200
Shares issued to vendors of acquired					
businesses	8,442	-	-	-	8,442
Share issue costs	(364)	-	-	-	(364)
Dividend Reinvestment Plan	105	-	-	-	105
Shares issued to Employee Share Trustee	150	-	-	-	150
Dividend paid	-	-	(1,271)	-	(1,271)
Currency translation differences	-	-	-	26	26
Reduction of Share Capital	(15)	-	-	-	(15)
At 30 June 2009	45,279	622	9,085	-	54,986

## NOTES TO THE PRELIMINARY FINANCIAL REPORT

#### NOTE 1. BASIS OF PREPARATION OF PRELIMINARY FINANCIAL REPORT

This preliminary financial report has been prepared in accordance with the recognition and measurement requirements of Australian Accounting Standards, and other authoritative pronouncements of the Australian Accounting Standards Board, Urgent Issues Group Interpretations and the Corporations Act 2001.

Australian Accounting Standards include Australian equivalents to International Financial Reporting Standards (AIFRS). Compliance with AIFRS ensures that the consolidated financial statements and notes to the financial statements of Greencap Limited comply with International Financial Reporting Standards (IFRS).

This preliminary financial report does not include all the notes of the type normally included in an annual financial report. Accordingly, this report is to be read in conjunction with the last annual report and any public announcements to the market made by the Company during the reporting period in accordance with the continuous disclosure requirements of the *Corporations Act 2001* and the listing rules of the ASX.

The accounting policies adopted have been consistent with those of the previous financial year.

#### NOTE 2. SEGMENT INFORMATION

#### Identification of reportable segments

The Group has identified its operating segments based on the internal reports that are reviewed and used by the Board of Directors (chief operating decision makers) in assessing performance and determining the allocation of resources.

The Group is managed primarily on the basis of service business type. There is limited degree of diversification of the Group's operations, with similar risk profiles and performance assessment criteria being in place. Operating segments are therefore determined on the same basis.

Reportable segments disclosed are based on aggregating operating segments where the segments are considered to have similar economic characteristics and are also similar with respect to the following:

- the services provided by the segment;
- the service delivery process;
- the type or class of customer for the services;
- the delivery method; and
- any external regulatory requirements

#### Services by Segment

#### Property and OHS

The Property and OHS segment involves the delivery of services that primarily affect owners and users of property. It also incorporates advisory services relating to business risk management.

#### **Environmental**

The Environmental sector encompasses those group businesses that provide environmental consulting advisory services.

#### Testing

The testing sector encompasses the provision of laboratory an analytical services. It also incorporates specialist consulting advice related to analysis and testing results.

#### Corporate

The corporate segment represents the corporate costs incurred by the Company in running the central group operation.

#### Basis of accounting for purposes of reporting by operating segments

#### Accounting policies adopted

Unless stated otherwise, amounts now reported to the Board of Directors, being the chief decision maker with respect to operating segments, are determined in accordance with accounting policies that are consistent to those adopted in the annual financial statements of the Group.

## NOTES TO THE PRELIMINARY FINANCIAL REPORT - continued

#### Inter-segment transactions

Inter-segment sales are made on an arms length basis between group businesses and segments. Revenues are attributed to geographic areas based on the location of the assets producing the revenues. All such transactions are eliminated on consolidation of the Group's financial statements.

Corporate costs are maintained and managed on a stand alone basis. Such corporate costs are recharged to operating businesses on the basis of proportion of revenue compared to total group revenue.

Inter-segment loans payable and receivable are initially recognised at the consideration received/to be received net of transaction costs. If inter-segment loans receivable and payable are not on commercial terms, these are not adjusted to fair value based on market interest rates. This policy represents a departure from that applied to the statutory financial statements.

#### Segment assets

Where an asset is used across multiple segments, the asset is allocated to that segment that receives majority economic value from that asset. In the majority of instances, segment assets are clearly identifiable on the basis of their nature and physical location. Goodwill is allocated against the corporate segment.

#### **Segment liabilities**

Liabilities are allocated to segments where there is a direct nexus between the incurrence of the liability and the operations of the segment. Borrowings and tax liabilities are generally considered to relate to the Group as a whole and are allocated against the corporate segment. Segment liabilities include trade and other payables and certain direct borrowings.

#### **Unallocated items**

The following items of revenue, expenses, assets and liabilities are not allocated to operating segments as they are not considered part of the core operations of any segment unless incurred by a business within the relevant operating segment:

- Derivatives
- Net gains on disposal of available-for-sale investments
- Impairment of assets and other non-recurring items of revenue or expense
- Income tax expense
- Deferred tax assets and liabilities
- Current tax liabilities
- Other financial liabilities
- Intangible assets
- Discontinuing operations

#### **Comparative Information**

This is the first reporting period in which AASB 8 has been adopted. Comparative information has been restated to conform to the requirements of this standard.

## NOTES TO THE PRELIMINARY FINANCIAL REPORT - continued

## NOTE 2. SEGMENT INFORMATION - continued

## Year ended 30 June 2010

	OHS Property \$000s	Environmental \$000s	Testing \$000s	Corporate \$000s	TOTAL \$000s
<b>Revenue</b> Sales to external customers	37,148	19,813	5,714	-	62,675
Other revenues from external parties	-	1	123	-	124
Interest revenue	18	8	-	44	70
Total segment revenue	37,166	19,822	5,837	44	
Total consolidated revenue				-	62,869
Result					
Segment result before finance costs	4,007	1,490	1,868	49	7,414
Finance costs	(40)	(9)	(67)	(916)	(1,032)
Profit before income tax	3,967	1,481	1,801	(867)	6,382
Income tax expense					(2,055)
Consolidated profit from ordinary activities after income tax					4,327
Net Profit					4,327
Assets Segment assets	12,170	6,522	2,739	62,779	
Total assets					84,210
Liabilities					
Segment liabilities	7,499	3,043	1,365	14,266	
Total liabilities					26,173
Other segment information					
Capital expenditure	308	427	395	-	1,130
Depreciation	277	197	252	1	727
Share based payments		- 197	- 252	-	- 727
Other non cash expenses	277	17/	252	I	/2/

## NOTES TO THE PRELIMINARY FINANCIAL REPORT - continued

## NOTE 2. SEGMENT INFORMATION - continued

## Year ended 30 June 2009

OHS Property \$000s	Environmental \$000s	Testing \$000s	Corporate \$000s	TOTAL \$000s
37,035	18,816	4,292	-	60,143
3	6	48	-	57 158
37,128	18,841	4,340	47 49	150
			-	60,358
4 597	2 4/1	1 520		9,586
1			(1,013)	(1,094)
4,570	3,451	1,484	(1,013)	8,492 (1,556)
				6,936
			-	(98)
			=	6,838
10,643	6,383	2,629	62,847	
				82,502
7 455	0.000	1 7 4 7	1 ( 000	
7,455	2,232	1,/4/	16,082	27,516
311	372	1,297	-	1,980
299		140	1	625
		- 140	- 1	<u>150</u> 775
	\$000s 37,035 3 90 37,128 4,586 (16) 4,570 10,643 7,455	\$000s         \$000s $37,035$ 18,816           3         6           90         19 $37,128$ 18,841           4,586         3,461           (16)         (10)           4,570         3,451           10,643         6,383           7,455         2,232 $311$ $372$ 299         185           -         150	\$000s         \$000s         \$000s $37,035$ 18,816         4,292 $3$ $6$ 48 $90$ 19         - $37,128$ 18,841         4,340 $4,586$ $3,461$ $1,539$ $(16)$ $(10)$ $(55)$ $4,570$ $3,451$ $1,484$ $10,643$ $6,383$ $2,629$ $7,455$ $2,232$ $1,747$ $311$ $372$ $1,297$ $299$ 185 $140$ $ 150$ $-$	$\begin{array}{c c c c c c c c c c c c c c c c c c c $

## NOTES TO THE PRELIMINARY FINANCIAL REPORT - continued

## Revenue by geographical region

Revenue attributable to external customers is disclosed below, based on the location of the external customer:

	30 June 2010	30 June 2009	
	\$000	\$000	
Istralia	62,737	60,358	
nesia	132	-	
er foreign countries	-	-	
renue	62,869	60,358	

#### Assets by geographical region

The location of segment assets by geographical location of the assets is disclosed below:

Australia	83,725	82,502
Indonesia	485	-
Total assets	84,210	82,502

## Major customers

The Group has a broad range of customers to whom it provides services. The Group does not supply services to any single external customer who accounts for more than 10% of revenue (2009: no customers more than 10%). The most significant client accounted for 5.0% (2009: 7.4%) of external revenue.

## NOTES TO THE PRELIMINARY FINANCIAL REPORT - continued

NOTE 3. INCOME AND EXPENSES	CONSOLIDATED		
	2010	2009	
	\$ 000s	\$ 000s	
Revenue			
Professional fees charged	55,730	50,739	
Project costs recharged	6,945	9,404	
Interest received	70	158	
	62,745	60,301	
Other income			
Other income	124	57	
	124	57	

#### NOTE 4. INCOME TAX EXPENSE

The Income Tax Expense for the year ended 30 June 2010 contains no material adjustments.

The Income Tax expense for the year ended 30 June 2009 included a credit amount of \$970,000. The credit amount relates to the final income tax calculation undertaken for the financial year ending 30 June 2008 under which the Company claimed losses incurred from prior financial years, offset against operating profits attained in the 2008 financial year. The Company had not previously accounted for the tax credit in respect of losses arising from previous financial years.

#### NOTE 5. EARNINGS PER SHARE

Basic earnings per share amounts are calculated by dividing net profit for the year attributable to ordinary equity holders of the parent by the weighted average number of ordinary shares on issue during the year.

Diluted earnings per share amounts are calculated by dividing the net profit attributable to ordinary equity holders of the parent by the weighted average number of ordinary shares on issue during the year plus the weighted average number of ordinary shares that would be issued on the conversion of all the dilutive potential ordinary shares into ordinary shares.

The following reflects the income and share data used in the basic and diluted earnings per share computations:

	Consolidated	
	2010 \$ 000s	2009 \$ 000s
Net profit attributable to ordinary equity holders of the parent from continuing operations	4,327	6,936
Net loss attributable to ordinary equity holders of the parent in respect of discontinuing operations	-	(98)
Net profit attributable to ordinary equity holders of the parent	4,327	6,838
Weighted average number of ordinary shares for basic earnings per share and diluted earnings per share (there has been no effect of dilution during the year)	Number 261,103,195	Number 237,449,378

## NOTES TO THE PRELIMINARY FINANCIAL REPORT - continued

#### NOTE 6. DIVIDENDS PAID AND PROPOSED

	CONSOLIDATED	
	2010 \$ 000s	2009 \$ 000s
Distributions paid - final fully franked ordinary dividend of \$0.0075 per share (2009:\$0.005)franked at the rate of 30%	1,935	1,271
No proposed dividend (2009 : \$0.0075) (2009 franking rate: 30%)	-	1,935

## NOTE 7.CONTRIBUTED EQUITY

	CONSOLIDATED	
	2010 \$ 000s	2009 \$ 000s
Ordinary shares (i)	45,938	45,279
(i) Ordinary shares Fully paid ordinary shares carry one vote per share and carry the right to dividends		
	2010 Shares	2010 \$ 000s
Balance as at 1 July 2009	258,068,341	45,279
- under Dividend Reinvestment Plan (22 September 2009)	712,894	110
- as part deferred consideration for purchase of ELP Pty Ltd (30 October 2009)	701,180	104
- as part deferred consideration for purchase of Leeder Consulting (30 October 2009	3,032,970	449
Share issue costs net of deferred tax		(4)
Balance as at 30 June 2010	262,515,385	45,938

#### NOTES TO THE PRELIMINARY FINANCIAL REPORT - continued

#### NOTE 8. SUBSEQUENT EVENTS

No matter or circumstance has occurred or been identified since 30 June 2010 to the date of this report, that has significantly affected, or may significantly affect the consolidated entity's continuing business operations.

#### NOTE 9. BUSINESS COMBINATIONS

During the period, Greencap Limited paid deferred consideration in respect of 3 businesses acquired by Greencap prior to 1 July 2009.

Details in respect of the deferred consideration paid on existing businesses, are noted below.

#### a) Leeder Consulting Pty Ltd

The economic entity acquired 100% of the issued share capital of Leeder Consulting Pty Ltd, the business and trading name of the Leeder Consulting Partnership, and certain assets and liabilities of the Leeder Consulting Partnership ("Leeder"), on 30 September 2008.

The vendors of Leeder were entitled to a deferred consideration payment, subject to Leeder attaining a minimum Earnings before Interest Tax and Amortisation (EBITA) of \$1.9 million for the 12 months to 30 June 2009. Additional consideration was calculated as 5 x the excess of actual EBITA over \$1.9 million. Deferred consideration was payable 50% as cash, and 50% in new Greencap shares the number of such shares to be issued being calculated at a 30 day VWAP.

The deferred consideration was paid by Greencap effective 30 October 2009.

The deferred consideration payable was fully accrued for and recognised in the Company's financial statements as at 30 June 2009.

Details of actual deferred consideration paid 30 October 2009 are noted below;

	\$ 000s	
i) Cash consideration	449	
ii) Share consideration	449	3,032,970 new fully paid ordinary shares in Greencap Limited, issued at a 30 day VWAP price of 14.8 cents per share
Total deferred consideration	898	_

#### b) Environmental & Licensing Professionals Pty Ltd ("ELP")

The economic entity originally acquired 100% of the issued share capital of ELP on 17 June 2008.

The vendor of ELP was entitled to a final consideration payment, based on the EBIT performance of ELP for the 12 months to 30 June 2009. Such consideration was to be paid in the form of 50% as cash, and 50% through the issue of shares in Greencap Limited. The number of shares to be issued was to be calculated based on the 20 business day Volume Weighted Average Price of the Company's shares for the period immediately preceding the issue of such shares. The final consideration payment was to be 1 x the incremental profit achieved for the 12 months to 30 June 2009, in excess of the actual 2008 EBIT result increased by 10% indexation.

The final deferred consideration was paid by Greencap effective 30 October 2009.

The final deferred consideration payable was fully accrued for and recognised in the Company's financial statements as at 30 June 2009.

## NOTES TO THE PRELIMINARY FINANCIAL REPORT - continued

Details of actual final deferred consideration paid 30 October 2009 are noted below;

	\$ 000s	
i) Cash consideration	104	
ii) Share consideration	104	701,180 new fully paid ordinary shares in Greencap Limited, issued at a 20 business day VWAP price of 14.8 cents per share
Total final deferred consideration	208	_

## c) MC2 Pacific ("MC2")

The economic entity acquired the business and trading name of the business risk consulting business MC2 Pacific (MC2), on 12 May 2009.

The initial purchase consideration was paid through a combination of cash, and issue of Greencap shares.

The vendor is entitled to certain deferred consideration payments based on attainment of agreed performance hurdles over the 24 month period following completion of the business acquisition. Under the terms of the business purchase agreement entered into between the Company and the vendor, the deferred consideration payable was a maximum of \$10,000 cash consideration, and a maximum of \$160,000 non-cash consideration, to be paid in the form of Greencap shares.

Of the potential non-cash consideration of \$160,000 maximum, the performance hurdle established for the 12 month period following completion, has not been achieved. Accordingly, the potential deferred non-cash consideration that may be payable has reduced to a maximum of \$80,000.

The remaining potential deferred non-cash consideration of \$80,000 has not been reflected in these accounts as attainment of the performance hurdle cannot be reasonably determined at this point in time.

The deferred cash consideration of \$10,000 was paid by the economic entity effective 1 September 2009.

The deferred cash consideration of \$10,000 was fully accrued for and recognised in the Company's financial statements as at 30 June 2009.

## NOTES TO THE PRELIMINARY FINANCIAL REPORT - continued

#### NOTE 10 CLAIM AGAINST SUBSIDIARY ENTITY

In 2005, Trevor R Howse & Associates Pty Ltd (TRH) became a defendant to a claim for damages in respect of a building redevelopment in Sydney which was made against a number of parties (Claim). The Claim relates to work undertaken in the mid 1990s and was defended by TRH. Prior to completing the acquisition of the issued capital of TRH, Greencap obtained confirmation from the professional indemnity insurer to TRH that indemnity for cover for the Claim was in place, subject to the terms of the relevant insurance policy. In addition, certain indemnities were obtained from the vendor of the issued capital of TRH and an associated party.

As advised by the Company to the market on 5 February 2010, the parties to the Claim agreed to resolve the matter on confidential terms, and which have not had any material effect on either TRH or Greencap.

Accordingly, the Company is satisfied this matter is fully resolved.

#### Greencap Limited Supplementary Appendix 4E information 30 June 2010

#### **NTA Backing**

	Current period	Previous corresponding Period
Net tangible asset backing per ordinary security	(\$0.013)	(\$0.02)

## Loss of control of entities having material effect

N/A.

Details of aggregate share of profits (losses) of associates and joint venture entities

N/A

Any other significant information needed by an investor to make an informed assessment of the entity's financial performance and financial position.

Refer to commentary above

## Foreign entities set of accounting standards used in compiling the report (IAS)

IFRS

#### Audit

The financial information contained in the Appendix 4E report has been approved by Moore Stephens, auditors to the Company, and no material changes are anticipated.

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