

Frequently Asked Questions and Answers

1 February 2010

Question: What is Cardno's Emerging Markets business and when was it created?

Answer: Cardno commenced operations in Brisbane, Australia in 1945 as Cardno & Davies. Beginning in 2005, the company expanded its commitment to international development through a series of acquisitions, beginning with the merger with ACIL (2005) followed by Agrisystems (2006) and then Emerging Markets Group (2007). In mid-2009 these international development businesses in Cardno were unified under a single management structure within the company to form the Emerging Markets business. This arrangement provides the potential to tap a broader range of experience, talent and knowledge within Cardno that we can bring to clients and beneficiaries in the future. On 1 February 2010, the unified Emerging Markets region proudly adopted the Cardno brand, resolving to pursue our objective that 'Effective Development is Our Business'.

Question: Which companies make up Cardno's Emerging Markets business?

Answer: Cardno's Emerging Markets business brings together Cardno's three previous development assistance brands of Cardno Acil, Cardno Agrisystems and Emerging Markets Group. They are now represented by:

- **Cardno Emerging Markets (Australia) Pty Ltd** with offices in **Brisbane, Colombo, Jakarta, Melbourne and Port Moresby**
- **Cardno Emerging Markets, Belgium S.A.** with its office in **Brussels**
- **Cardno Emerging Markets (East Africa) Ltd** with its office in **Nairobi**
- **Cardno Emerging Markets (UK) Ltd** with its office in **Oxford**
- **Cardno Emerging Markets USA, Ltd.** with its office in **Washington DC**
- **Cardno (PNG) Ltd** with its office in **Port Moresby**

Our companies will continue to operate as locally managed business units eligible for donor work in our respective markets, yet able to draw upon our significant global learning, capacity and networks.

Question: Where is Cardno's Emerging Markets business based and have the locations changed?

Answer: No, our locations have not changed. Our businesses are based out of headquarter offices in Brisbane, Brussels, Colombo, Jakarta, Melbourne, Nairobi, Oxford, Port Moresby and Washington DC. In addition, we presently operate out of project offices in more than 70 countries around the world.

Question: Has the management structure changed?

Answer: No and yes. Our companies remain distinct entities with locally-responsible company directors and management, each eligible to serve donor clients from their respective locations as in the past. At the same time, we have restructured our management under two divisions, one serving Europe and North American donors and private clients, the other serving clients in Asia and the Pacific. Within Cardno's internal structure, these two divisions form a "region" and a comprehensive line of business. Locally and globally Cardno's Emerging Markets Division now offers a broader range of knowledge and experience in overseas development consulting services to donors, governments, private clients and beneficiaries. Combined, we offer the added benefit of enhanced global coordination, deeper local knowledge and a broader pool of talent. Cardno's Emerging Markets business will continue to provide specialist

professional services associated with the planning, design, implementation, evaluation and monitoring of development programmes across a range of physical, economic and social infrastructure sectors. Together, Cardno serves a range of clients, including the US Agency for International Development (USAID); Australian Agency for International Development (AusAID), the European Commission, UK Department for International Development (UKaid), the World Bank group, the Global Fund, the Millennium Challenge Corporation (MCC), Asian Development Bank (ADB), African Development Bank (AfDB) and UN Agencies, as well as working directly with partner governments, private clients, non-government organisations and communities. As a result, we are able to bring knowledge and skills across our clients to spur innovation and achieve and promote effective development. Our client specific expertise allows us to provide operational efficiency while pursuing the path to long-term sustainability.

Question: Has the international development assistance services offered by Cardno changed as a result of the creation of Cardno's Emerging Markets Division and the Cardno Emerging Markets brand name?

Answer: The re-branded businesses will operate as an inclusive network of separate legal entities eligible to serve local and regional markets. Collectively we offer a rich history of innovation, passion and commitment to international development with an established reputation for high quality, demand-driven client services. Our businesses have joined forces to pool our broad range of experience and talent to offer development consulting services to donors, clients and beneficiaries around the globe. Through our global partnerships, our access to the very best and most experienced professional staff and our focus on best practice development innovation, Cardno's Emerging Markets business is able to bring fresh ideas, creative solutions and operational efficiency to promote sustainable development to tackle the causes of poverty and to improve people's lives. By empowering our local staff, we can be flexible and responsive to conditions of conflict as well as humanitarian and economic crises.