

NASDAQ:PICO



ANNUAL MEETING OF SHAREHOLDERS

JULY 11, 2016

SAFE HARBOR STATEMENT

This presentation contains forward-looking statements made pursuant to the "safe harbor" provisions of the Private Securities Litigation Reform Act of 1995. Forwardlooking statements often address current expected future business and financial performance, including the demand and pricing of PICO's real estate and water assets, and may contain words such as "expects," "anticipates," "intends," "plans," "believes," "seeks," or "will". All forward-looking statements included in this presentation are based on information available to PICO as of the date hereof, and PICO assumes no obligation to update any such forward-looking statements. Actual results could differ materially from those described in the forward-looking statements. Forward-looking statements involve risks and uncertainties, including, but not limited to, economic, competitive and governmental factors outside of our control, that may cause our business, industry, strategy or actual results to differ materially from the forwardlooking statements. Factors that could cause or contribute to such differences include, but are not limited to those discussed in detail under the heading "Risk Factors" in PICO's periodic reports filed with the U.S. Securities and Exchange Commission.



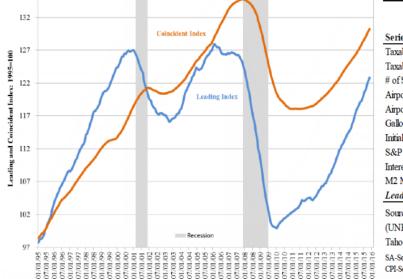
VIDLER WATER COMPANY

Update



Reno MSA Leading Index

Reno MSA Leading Index increased between January and February 2016, indicating expected growth in the regional economy over the next 6-12 months. This is the 46th consecutive increase in the monthly index since May 2012.



	Latest Period	Previous	Change	Change	Change	
	February	Period-	Previous	Previous Year-	Previous	
Series	2016	January 2016	Period	February 2015	Year	
Taxable Sales (Washoe Co, SA, CPI)	388,364,323	383,259,527	1.33%	357,734,325	8.56%	
Taxable Gaming Revenue (Washoe Co., SA, CPI)	41,655,829	41,442,854	0.51%	40,624,363	2.54%	
# of Single Family Homes Sold (Washoe Co., SA)	706	703	0.43%	614	15.08%	
Airport Passengers (RTIA, SA)	290,083	287,163	1.02%	275,919	5.13%	
Airport Cargo Lbs. Shipped (RTIA, SA)	11,802,600	11,675,213	1.09%	10,735,946	9.94%	
Gallons of Gasoline Sold (Washoe & Storey Co., SA)	14,369,866	14,311,213	0.41%	14,132,278	1.68%	
Initial Claims for Unemployment (Nevada, SA)	3,026	3,063	-1.22%	3,394	-10.86%	
S&P 500 index (US, SA, CPI)	1,304	1,315	-0.79%	1,276	2.18%	
Interest Rate Spread (US)	1.40	1.75	-20.00%	1.86	-24.73%	
M2 Money Supply (US, CPI)	8,020	7,989	0.40%	7,669	4.59%	
Leading Index Result	124.54	123.88	0.53%	118.22	5.35%	

Source: US Department of Labor, Nevada Gaming Control Board, Washoe County Assessor/Center for Regional Studies (UNR), Federal Reserve Bank of St. Louis, Nevada Department of Taxation, Nevada Department of Motor Vehicles, Reno-Tahoe International Airport (RTIA).

CPI-Series results are adjusted for inflation to 1995.

The Reno MSA Leading Economic Index predicts future changes in the region's economy by "leading" current economic activity, represented by the coincident index. The Leading Index is based on ten local, regional, and national data series aggregated using a combination of composite and econometric techniques.

The RLI shows a 0.53% increase between January and February 2016, the latest period for which all series data are available. The index increased by 5.35% between February 2015 and January 2016). This is a continuation of the period of growth enjoyed by the region in recent years and provides a positive outlook for future growth in the region over the next six to twelve months.







SA-Series results are seasonally adjusted.

RENO HOUSING UPDATE

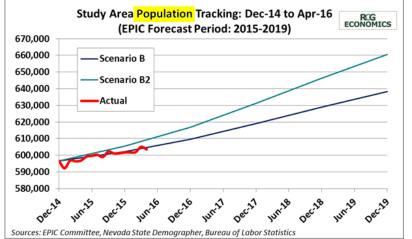
Data from: Metrostudy, a Hanleywood Company Reported by: Northern Nevada Business Weekly

- 1Q16 quarterly new home starts 26% higher than 1Q15, highest first quarter since 2007
- New home closings numbered 1,729 in 1Q16, 4.4% more than 1Q15
- 1 month supply of finished vacant single family homes
- Under construction homes has increased 40% since last year
- 26 months of finished and vacant single family lot inventory; Washoe County has 14 months of inventory
- Affordability remains a concern 1Q16 37% of new home starts priced below \$300K up from 33% last year; builders trying to provide low priced homes



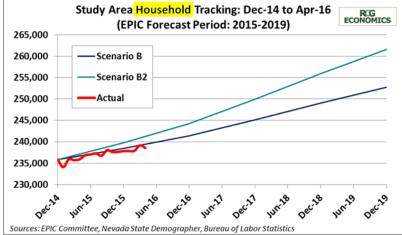


Economic Development Authority of Western Nevada



Population	Dec-14	Apr-16	# Change	% Change
EPIC (B)	596,637	604,674	8,037	1.3%
EPIC (B2)	596,637	609,284	12,648	2.1%
Actual	596,637	603,514	6,877	1.2%

Note: Scenario B of the EPIC Forecast projects an increase of 42,400 new residents to the Study Area between December 2014 and December 2019, while Scenario B2 forecasts 64,700 new residents.



Households	Dec-14	Apr-16	# Change	% Change
EPIĆ (B)	235,825	239,429	3,604	1.5%
EPIC (B2)	235,825	241,255	5,430	2.3%
Actual	235,825	238,543	2,718	1.2%

Note: Scenario B of the EPIC Forecast projects an increase of 16,800 new households to the Study Area between December 2014 and December 2019, while Scenario B2 forecasts 25,600 new households.





NORTH VALLEYS – DEMAND

Pending projects identified by a University of Nevada study total 20,989± Single Family Units (SFU), approximately 7,600 acre-feet.

Index to New Residential Subdivision Construction: March 31, 2016

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| Map
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 | that have | Total
<u>Remaining</u>
"Approved/
Unsold"
Units | Constructed
Units Ready for
Sale <u>(Standing</u>
Inventory)
 | | New
Sales (1Q- | <u># of</u>
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Finished
Lots |
| 71 | |
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 | | 441 | 439
 | | | -
 | | | 118 |
| SI | |
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 | | 441 | 439
 | 321 | 120 |
 | | | 118 |
| 27 | Silver Peak Apartments | EGRS Inc
 | Lemmon Dr/ Military Rd

 | Approved | 420 | 0
 | 0 | 420 |
 | | | |
| 32 | Vista Hills | Camino Viejo Investments
 | NWC Lemmon/Sky Vista

 | Approved | 338 | 0
 | 0 | 338 | |
 | | | |
| | MULTI-FAMILY |
 | Approved

 | d Multi Family Subtotal: | 758 | -
 | | 758 | -
 | | | |
| 4 | Woodland Village | Woodland/Hamilton/Lissner/Placer
 | N of Reno Park @ Crystal Canyn

 | Under Construction | 2,028 | 1,573
 | 1,490 | 538 | 44
 | \$248,754 | 13 | 39 |
| 6 | Canyon Hills | Reno Sun LLC
 | Cold Springs/White Lake

 | Stopped Construction | 157 | 157
 | 126 | 31 | -
 | \$0 | 0 | 31 |
| | Silver Hills | Lifestyle Homes
 | Red Rock/Silver Knolls

 | Approved | | -
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 | | 3 | - |
| 55 | Ladera Ranch | Ladera Ranch Group
 | 082-473-06

 | Approved | 356 | 105
 | - | 356 |
 | | 0 | 105 |
| 56 | Panther Valley Estates | Townsend Enterprises
 | 100' N of Western/Omaha

 | Stopped Construction | 35 | 35
 | 18 | 17 | -
 | \$0 | 0 | 17 |
| 57 | Sun Mesa | Nevada Saltwater LLC
 | Klondike & 5th Ave

 | Stopped Construction | 207 | 104
 | 104 | 103 | -
 | \$0 | 0 | - |
| S | NGLE-FAMILY DETACHED |
 | Approved

 | Single Family Subtotal: | 5,317 | 3,089
 | 2,303 | 3,014 | 47
 | | 23 | 739 |
| | |
 | Grand T

 | otal of Approved Units: | 6,516 | 3,528
 | 2,624 | 3,892 | 47
 | [| 23 | 857 |
| | |
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 | | Proposed Units: | Туре
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 | | | |
| 21 | Heinz Ranch MF | Property Owners Group LLC
 | SWC US 395 & White Lake Pky

 | Pending | 336 | MF
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| 26 | | Lansing
 | Lemmon Dr & Military Rd

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 | SEC Stead BIVD & ECHO AVE

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| 14 | North Valleys Annexation | Lansing Co.
 | NWC Lemmon & Patrician Dr

 | Pending
Pending | 454 | SF
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| 14 | North Valleys Annexation | Lansing Co.
 | NWC Lemmon & Patrician Dr

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109 | SF
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| 14
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17
20 | North Valleys Annexation
Train Town
North Valley Estates
Heinz Ranch SF | Lansing Co.
Lifestyle Homes
Townsend Enterprises, LLC
Property Owners Group LLC
 | NWC Lemmon & Patrician Dr
Bordertown
Pan American Way & Budger Way
SWC US395 & White Lake Pky

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Pending | 454
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Train Town
North Valley Estates
Heinz Ranch SF
Arroyo Crossing | Lansing Co.
Lifestyle Homes
Townsend Enterprises, LLC
Property Owners Group LLC
High Valley/HV Arroyo/Brothers Brown
 | NWC Lemmon & Patrician Dr
Bordertown
Pan American Way & Budger Way
SWC US395 & White Lake Pky
Military/Kelly Ln

 | Pending
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Pending
Pending | 454
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Heinz Ranch SF
Arroyo Crossing
Northridge | Lansing Co.
Lifestyle Homes
Townsend Enterprises, LLC
Property Owners Group LLC
High Valley/HV Arroyo/Brothers Brown
Ridgetop Investments, LLC
 | NWC Lemmon & Patrician Dr
Bordertown
Pan American Way & Budger Way
SWC US395 & White Lake Pky
Military/Kelly Ln
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SWC US395 & White Lake Pky
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NEC Sun Valley & El Rancho

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Ridgetop Investments, LLC
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SWC US395 & White Lake Pky
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NEC Sun Valley & El Rancho
NWC Lemmon Dr & Bernoulli St

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Index Project Name Developer/Owner 71 Rancho San Rafael Townhomes Fort Apache Homes SINGLE-FAMILY ATTACHED Fort Apache Homes 27 Silver Peak Apartments EGRS Inc 32 Vista Hills Camino Viejo Investments MULTI-FAMILY MULTI-FAMILY 4 Woodland Village Woodland/Hamilton/Lissner/Placer 6 Canyon Hills Reno Sun LLC 7 Silver Hills Lifestyle Homes 13 Regncy Park I DR Horton 15 Stonefield Lennar Homes 19 Silver Vista Village Barker-Coleman 40 Cabernet Highlands Lennar Homes 11 Estancia Estancia I LLC 51 North Valley Hills Better Building Company 56 Panther Valley Estates Townsend Enterprises 57 Sun Mesa Nevada Saltwater LLC SINGLE-FAMILY Apartments I Lansing 28 Lemmon Valley Apartments I Lansing 28 Lemmon Valley Apartments I<th>Map
Index Project Name Developer/Owner Location 71 Rancho San Rafael Townhomes Fort Apache Homes Parr Blvd, 750- W of Virginia 27 Silver Peak Apartments EGRS Inc Lemmon Dr/ Military Rd 32 Vista Hills Camino Viejo Investments NWC Lemmon/Sky Vista 4 Woodland Village Woodland/Hamilton/Lissner/Placer N of Reno Park @ Crystal Canyn 6 Canyon Hills Reno Sun LLC Cold Springs/White Lake 7 Silver Hills Lifestyle Homes Red Rock/Silver Knolls 13 Regency Park I DR Horton SEC Stead Blvd & Echo Ave 15 Stonefield Lennar Homes Military/Lear 19 Silver Vista Village Barker-Coleman Military/Lear 11 Estancia Estancia Leanar Homes East of North Hills/Buck 51 North Valley Hills Better Building Company Golden Valley Rd/Beckworth 55 Ladera Ranch Ladera Ranch Group 082-473-06 56 Panther Valley Estates Townsee 100' N of Western/Omaha</th><th>Map
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Index Project Name Developer/Owner 71 Rancho San Rafael Townhomes Fort Apache Homes SINGLE-FAMILY ATTACHED Fort Apache Homes 27 Silver Peak Apartments EGRS Inc 32 Vista Hills Camino Viejo Investments MULTI-FAMILY MULTI-FAMILY 4 Woodland Village Woodland/Hamilton/Lissner/Placer 6 Canyon Hills Reno Sun LLC 7 Silver Hills Lifestyle Homes 13 Regncy Park I DR Horton 15 Stonefield Lennar Homes 19 Silver Vista Village Barker-Coleman 40 Cabernet Highlands Lennar Homes 11 Estancia Estancia I LLC 51 North Valley Hills Better Building Company 56 Panther Valley Estates Townsend Enterprises 57 Sun Mesa Nevada Saltwater LLC SINGLE-FAMILY Apartments I Lansing 28 Lemmon Valley Apartments I Lansing 28 Lemmon Valley Apartments I <th>Map
Index Project Name Developer/Owner Location 71 Rancho San Rafael Townhomes Fort Apache Homes Parr Blvd, 750- W of Virginia 27 Silver Peak Apartments EGRS Inc Lemmon Dr/ Military Rd 32 Vista Hills Camino Viejo Investments NWC Lemmon/Sky Vista 4 Woodland Village Woodland/Hamilton/Lissner/Placer N of Reno Park @ Crystal Canyn 6 Canyon Hills Reno Sun LLC Cold Springs/White Lake 7 Silver Hills Lifestyle Homes Red Rock/Silver Knolls 13 Regency Park I DR Horton SEC Stead Blvd & Echo Ave 15 Stonefield Lennar Homes Military/Lear 19 Silver Vista Village Barker-Coleman Military/Lear 11 Estancia Estancia Leanar Homes East of North Hills/Buck 51 North Valley Hills Better Building Company Golden Valley Rd/Beckworth 55 Ladera Ranch Ladera Ranch Group 082-473-06 56 Panther Valley Estates Townsee 100' N of Western/Omaha</th> <th>Map
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NORTH VALLEYS EXPECTED TRANSACTION SCHEDULE

Based on discussions with area developers: represents best estimate at July, 2016

Development	Single Family Units	Commercial/ Industrial Acres	Date Estimated for Contract	Estimated Water Usage (AF)
1	680/1,300		Nov-16/Mar-17	249/470
2	454		May-17	163
3	913		May-17	329
4	3,800 (336+MF)	235	May-18	2,026
5	1,300		May-18	470
6	324	342	May-18	300
7	1,600		May-18	449
8	5,679	62	May-18	2,612
9		1700	Mar-18	200
10	3,529		Jan-18	1,270
			TOTAL	8,068 / 8,289





DAYTON VALLEY – DEMAND

 Projects identified by a University of Nevada study total 13,308± Single Family Units (SFU) needing water rights (Dayton-5,832 SFU, Mark Twain-7,476 SFU).
 Approximately 6,700 acre-feet required.

Index Project Name 52 Aspen Creek 56 South Rolling 'A* 60 Mira Vida 61 Bolton Vilage 62 Royal Troon @ Legado 63 Lakes @ Dayton, Vill-14 64 Lakes @ Dayton, Vill-9-14 65 Carton River Estates 66 Cypress Point @ The Lakes 67 Legado – custom homes 68 The Gallery	Developer/Owner Wade Development Wade Development Vider Water Co. Minor Ranch LLc Daniel Ray Botton Silverado Homes Lakemont Homes Lakemont Homes Carson River LLc Silverado Homes	576 900 614 90 301 1,460 91 99	Mapped Units 113	Escrow - - - - 98	900 614	Location East of Riverpark South of Riverpark East of Point Legado	City Dayton Dayton Dayton	Project Status Tentative Map Tentative Map	Selling?	Type SF
56 South Rolling "A" 60 Mira Vida 16 Bolton Wilage 62 Royal Troon @ Legado 63 Lakes @ Dayton, Vill-9-14 4 Lakes @ Dayton, Vill-9-14 65 Carson River Estates 66 Cypress Point @ The Lakes 67 Legado – oustom homes 68 The Gallery	Vidler Water Co. Minor Ranch LLc Daniel Ray Bolton Silverado Homes Lakemont Homes Carson River LLc Silverado Homes	900 614 90 301 1,460 91	- - - 113 -	-	900 614	South of Riverpark	Dayton	Tentative Map		
60 Mira Vida 61 Bolton Vilage 62 Royal Troon @ Legado 63 Lakes @ Dayton, Vill-14 64 Lakes @ Dayton Valley 9 65 Carson River Estates 66 Cypress Point @ The Lakes 67 Legado - custom homes 68 The Gallery	Minor Ranch LLc Daniel Ray Bolton Silverado Homes Lakemont Homes Carson River LLc Silverado Homes	614 90 301 1,460 91	- - 113 -	-	614					
61 Bolton Village 62 Royal Troon @ Legado 63 Lakes @ Dayton, Vill.9-14 64 Lakes @ Dayton, Vill.9-14 65 Carson River Estates 66 Cypress Point @ The Lakes 67 Legado - custom homes 68 The Gallery	Daniel Ray Bolton Silverado Homes Lakemont Homes Carson River LLc Silverado Homes	90 301 1,460 91	- 113 -	-		East of Point Legado				SF SF
62 Royal Troon @ Legado 63 Lakes @ Dayton, Vill.9-14 64 Lakes @ Dayton Valley 9 65 Carson River Estates 66 Cypress Point @ The Lakes 67 Legado - custom homes 68 The Gallery	Silverado Homes Lakemont Homes Lakemont Homes Carson River LLc Silverado Homes	301 1,460 91	113 -		90	Dayton Valley Rd/Minor Rd		Tentative Map		SF
63 Lakes @ Dayton, Vill.9-14 64 Lakes @ Dayton Valley 9 65 Carson River Estates 66 Cypress Point @ The Lakes 67 Legado – custom homes 68 The Gallery	Lakemont Homes Lakemont Homes Carson River LLc Silverado Homes	1,460 91	-	98	400		Dayton	Tentative Map		SF
64 Lakes @ Dayton Valley 9 65 Carson River Estates 66 Cypress Point @ The Lakes 67 Legado – custom homes 68 The Gallery	Lakemont Homes Carson River LLc Silverado Homes	91	-			in The Lakes @ Dayton Valley PUD	Dayton	Under Construction	у	SF
65 Carson River Estates 66 Cypress Point @ The Lakes 67 Legado – custom homes 68 The Gallery	Carson River LLc Silverado Homes			-		part of Lakemont LLc, Dayton Valley Inv.	Dayton	Tentative Map		
66 Cypress Point @ The Lakes 67 Legado custom homes 68 The Gallery	Silverado Homes	99	91	24		part of Lakemont LLc, Dayton Valley Inv.		Under Construction	У	SF
67 Legado custom homes 68 The Gallery		470	91	32		Quilici Rd		Under Construction	У	SF
68 The Gallery		172	170	138		in Legado MPC		Under Construction	У	SF
	Silverado Homes	177	176	125		in Legado MPC		Under Construction	у	SF
	DBBR, Inc	99	65	51		W end of Legado development		Under Construction	n	SF
69 Waterford	Landmark Homes	60	60	26		NEC Dayton Valley @ Quilici		Under Construction	n	SF
70 Trabrizi Court 5/6-Plexes	Trabrizi Dev.	22				Dayton Valley Rd	Dayton	Tentative Map		SF
71 Airpark Estates	Silverado Homes	135	40	29		Dayton Valley Rd @ Palmer		Under Construction	n	SF
72 Santa Maria Ranch I	Dayton Land Developers LLc	554	168	60		US50 at Ophir Hill Rd	Dayton	Under Construction	У	SF
73 Santa Maria Ranch II	Dayton Land Developers LLc	2,192		1.1		US50 at Ophir Hill Rd	Dayton	Planned Development		SF
	Dayton Subtotal:	7,542	974	583	6,945					
44 Copper Canyon	Lennar Homes	687	102	100	585	N side 50, E of Pine Nut	Mark Twain	Under Construction	у	SF
45 Canyon Estates	Stanton Homes	1,104	152	151	952	N Side of Canyon Estates	Mark Twain	Under Construction	У	SF
46 Nantucket Place	Dayton Valley Land LLc	44	44	16	28	N end of Six Mile Canyon	Mark Twain	Under Construction	n	SF
47 Woodbridge Estates	Dayton Property Partners, LLC	77	-	-	77	S side 50, E of La Fond	Mark Twain	Tentative Map		SF
48 AJA Estates/Millard	Millard Dev.	8	-	-	8	Six Mile Canyon Rd	Mark Twain	Tentative Map		SF
49 Riverpark Ph.3, Units 16-19	Lennar Homes	240			240	Fort Churchill Rd	Mark Twain	Tentative Map		SF
50 Riverpark Ph.4, Units 3&4	Lennar Homes	97			97	Stratton Dr	Mark Twain	Tentative Map		SF
51 Traditions, Ph2-4	Sutro Residential Group, LLC	3,400			3,400	HWY50 east of Enterprise Wy	Mark Twain	Tentative Map		SF
53 River Park (balance)	Lennar Homes	820	786	668	142	S side US50, @ Ambrose Dr	Mark Twain	Under Construction	v	SF
54 Silverthorn Development	Century Oak Land Co	134	-	-	134	Melanie Dr/Mark Twain	Mark Twain	Tentative Map	-	SF
55 Traditions, Ph1 (balance)	Blackstone Development Group	1,324			1.324	HWY50 @ Sutro Tunnel Rd	Mark Twain	Tentative Map		SF
57 Traditions Phase I	Blackstone Development Group	317				HWY50 @ Sutro Tunnel Rd	Mark Twain	Tentative Map		SF
58 Estates at Sutro	Sutro Heights LLC	97				off Sugarloaf Dr	Mark Twain	Tentative Map		SF
59 Heritage Ranch	Dayton Valley Est LLC	211				off Sheep Camp Rd	Mark Twain	Tentative Map		SF
	Mark Twain Subtotal:	8,560	1,084	935	7,612					
38 White Sage Subdivision	White Sage PhII LLC	32	32	16	16	off Idaho St	Silver Springs	Tentative Map		SF
39 Villages of Silver Springs	undetermined	697	-	-	697	off Topaz St	Silver Springs			SF
	Silver Springs Subtotal:	729	32	16	713					
40 High Plains Estates, Ph2	GMG Development	80	-	-	80	off Boyer Ln, Hwy50	Stagecoach	Tentative Map		SF
41 High Plains Estates, Ph4	GMG Development	30	-	-	30	off Boyer Ln, Hwy50	Stagecoach	Tentative Map		SF
42 High Plains Estates, Ph1	GMG Development	43	43	38		off Boyer Ln, HWY 50		Under Construction	n	SF
43 The Best Estates	Resident Agent Services Inc	4				off Boyer Ln		Tentative Map		SF
	Stagecoach Subtotal:	157	43	38	119				Center For Re	
	Grand Total of Units:	16 982	2.133	1.572	15.389				Center For Re College of Business University of Nevad	

Residential Construction Activity - March 31, 2016

US Highway 50 Corridor - Lyon County, Nevada

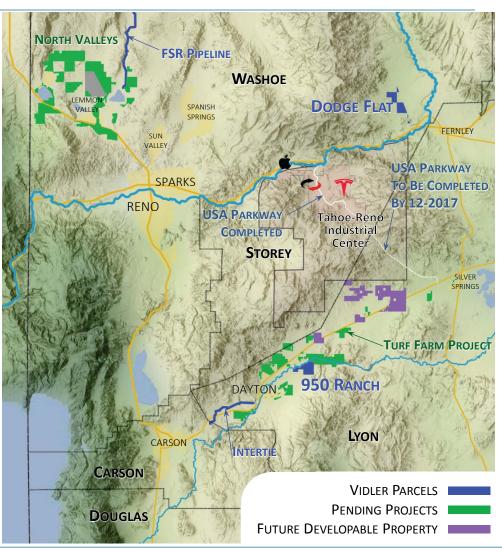


Does <u>not</u> include Industrial & Commercial Demands

Does <u>not</u> include Municipal Demand in Stage coach



NORTHERN NEVADA - PROXIMITY MAP





LBDCP Reductions Lower Basin Drought Contingency Proposal (Requires Legislation)

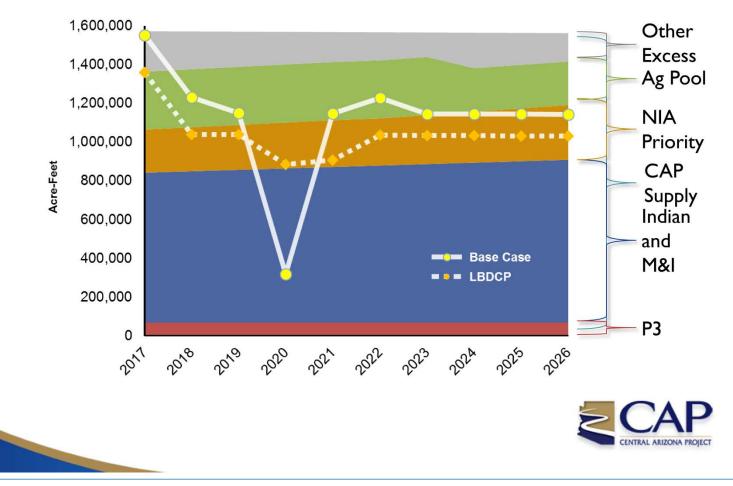
Lake Mead Elevation	AZ (2007)	AZ (Plan)	AZ Total	NV (2007)	NV (Plan)	NV Total	CA (2007)	CA (Plan)	CA Total	BOR	Mexico Minute 319*	Total
1,090-1,075	0	192,000	192,000	0	8,000	8,000	0	0	0	100,000	0	300,000
1,075-1,050	320,000	192,000	512,000	13,000	8,000	21,000	0	0	0	100,000	50,000	683,000
1,050-1,045	400,000	192,000	592,000	17,000	8,000	25,000	0	0	0	100,000	70,000	787,000
1,045-1,040	400,000	240,000	640,000	17,000	10,000	27,000	0	200,000	200000	100,000	70,000	1,037,000
1,040-1,035	400,000	240,000	640,000	17,000	10,000	27,000	0	250,000	250000	100,000	70,000	1,087,000
1,035-1,030	400,000	240,000	640,000	17,000	10,000	27,000	0	300,000	300000	100,000	70,000	1,137,000
1,030-1,025	400,000	240,000	640,000	17,000	10,000	27,000	0	350,000	350000	100,000	70,000	1,187,000
<1,025	480,000	240,000	720,000	20,000	10,000	30,000	0	350,000	350000	100,000	125,000	1,325,000

*Minute 319 reductions extend through 2017. Assume reductions continue in Minute 32X.



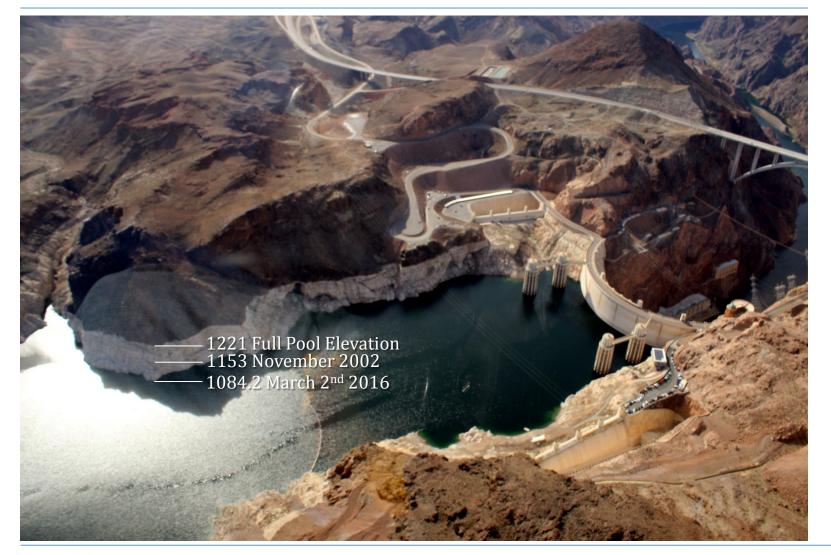


Example "A"





Lake Mead at Hoover Dam – March 2nd 2016







Lake Mead at Hoover Dam – May 19th 2016







CORPORATE

Update



COST SAVINGS

- Cost savings over the last year approximately \$2.3 million per annum (current cash overhead for Corporate & Vidler approximately \$11 million per annum from 2Q 2016)
- Estimated future annual cost savings anticipated to be up to \$1.5 million over the course of the next 12 months (reduction of total Corporate & Vidler cash overhead to approximately \$9.5 million per annum)



Q. & A.

