Rubicor

Full Year Results

30 June 2011

Financial Summary

Financial Highlights	FY 2011 $'m	FY 2010 $'m	Change %
Total Revenue	**291.7**	**280.6**	4.0
NDR (Gross Margin)	**64.6**	**62.6**	3.1
Underlying EBITDA[1]	**11.3**	**9.2**	22.3
Statutory EBITDA	**11.3**	**9.0**	25.0
Underlying NPAT [1&2]	**(0.9)**	**(1.8)**	n/a
Statutory NPAT	**(5.8)**	**(8.4)**	n/a
Underlying EPS [1&2] (cents)	**(0.8)**	**(1.6)**	n/a
Operating cash flow before interest and taxation	**9.7**	**10.8**	(10.2)
Operating cash flow	**0.8**	**4.0**	(80.0)

[1]Before significant items FY11:$nil FY10: $0.2m
[2]Before amortisation of intangibles, notional interest on deferred payments for business acquisitions under IFRS and impairment of non-current assets

Operational highlights

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Growth and performance:

- FY11 strategic and geographic alignment to capitalise on growth sectors
- Profit growth momentum continued = EBITDA up 25% after 58% rise in 2010
- Focus on steady and sustainable growth

Productivity and efficiency:

- Continued gains from better consultant productivity and efficiency
- Optimisation of other costs
- Overall EBITDA to NDR at 17.5% = 3.5 bps improvement on 2010

Capital management

Financing:

- Compliance with covenants since July 2009
- $2.6 million debt repaid during the year
- Bank facilities extended to 30 September 2012
- Credit approved term sheet for restructure of debt facilities:
  - Non interest bearing subordinated debt facility of $33 million – expiry 31 March 2014
  - Senior term debt facility of $56.1 million (amortising at $650k per quarter), in part to cover vendor payments in November 2011 – expiry 31 March 2014
  - Working capital facility $10 million, subject to annual review
- $6 million bank debt drawn down to fund $7.2 million of vendor earn out payments

Capital management:

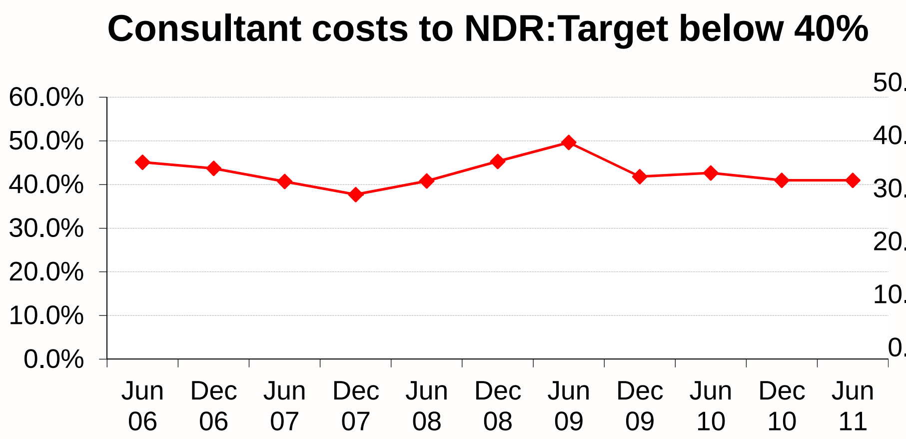
- No dividend declared
- Operating cash flow before interest and taxation at $9.7 million = good conversion of EBITDA to cash

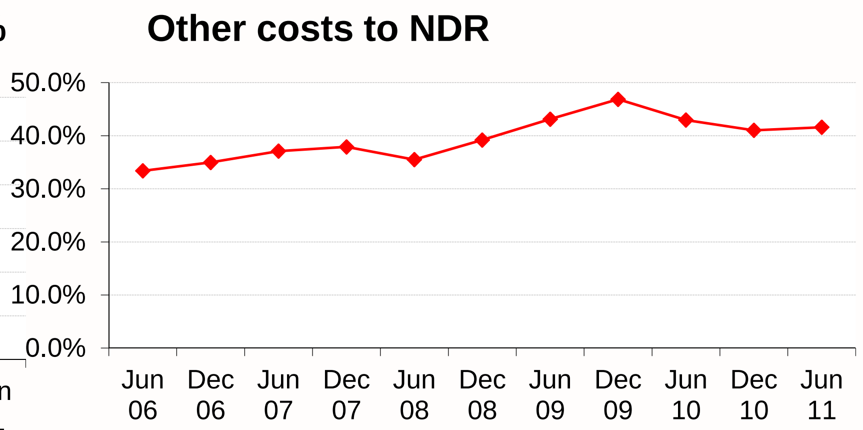
Acquisition model:

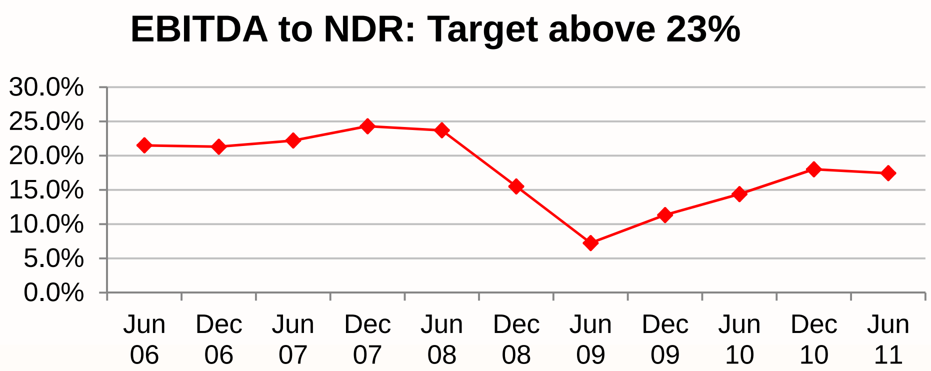
- Earn-out payments of $7.2 million paid during the year
- Balance on track to be extinguished over next 3 years

Key operating indicators

- Improved consultant efficiency
- EBITDA to NDR moved towards target



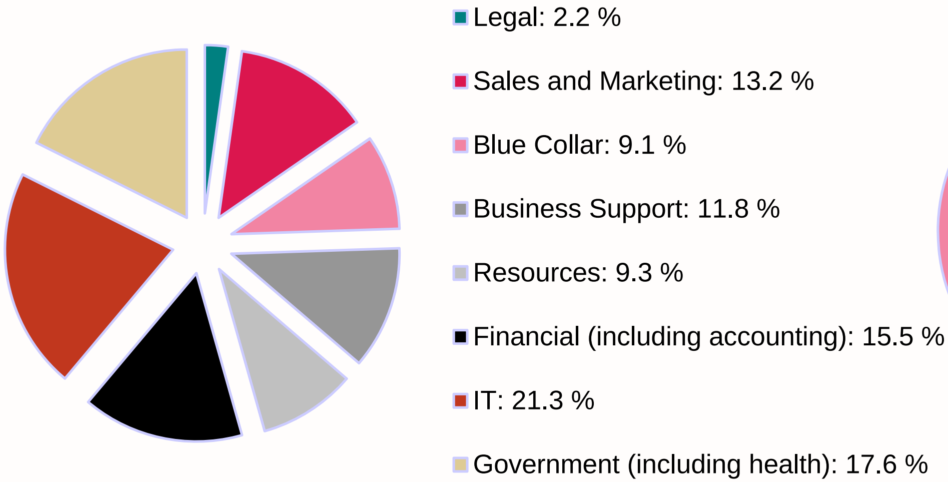




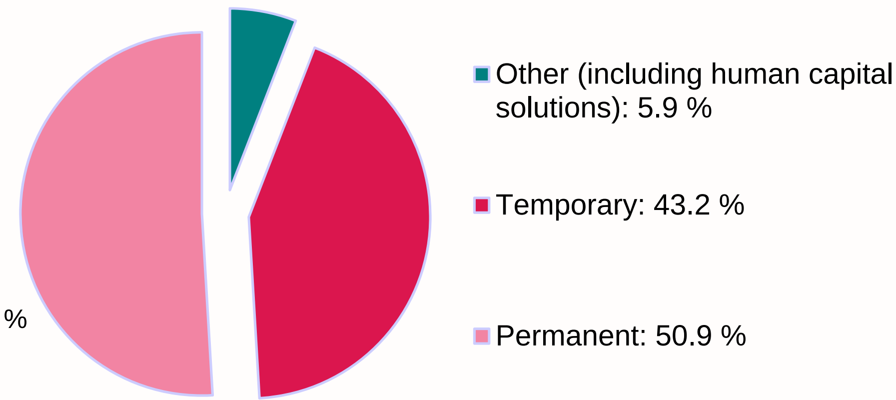
Business profile (NDR)

- Diversity: Exploited growth across two speed economy
- Service mix: Permanent strong in FY11 - Building temporary and contract capability for growth optimisation

Industry

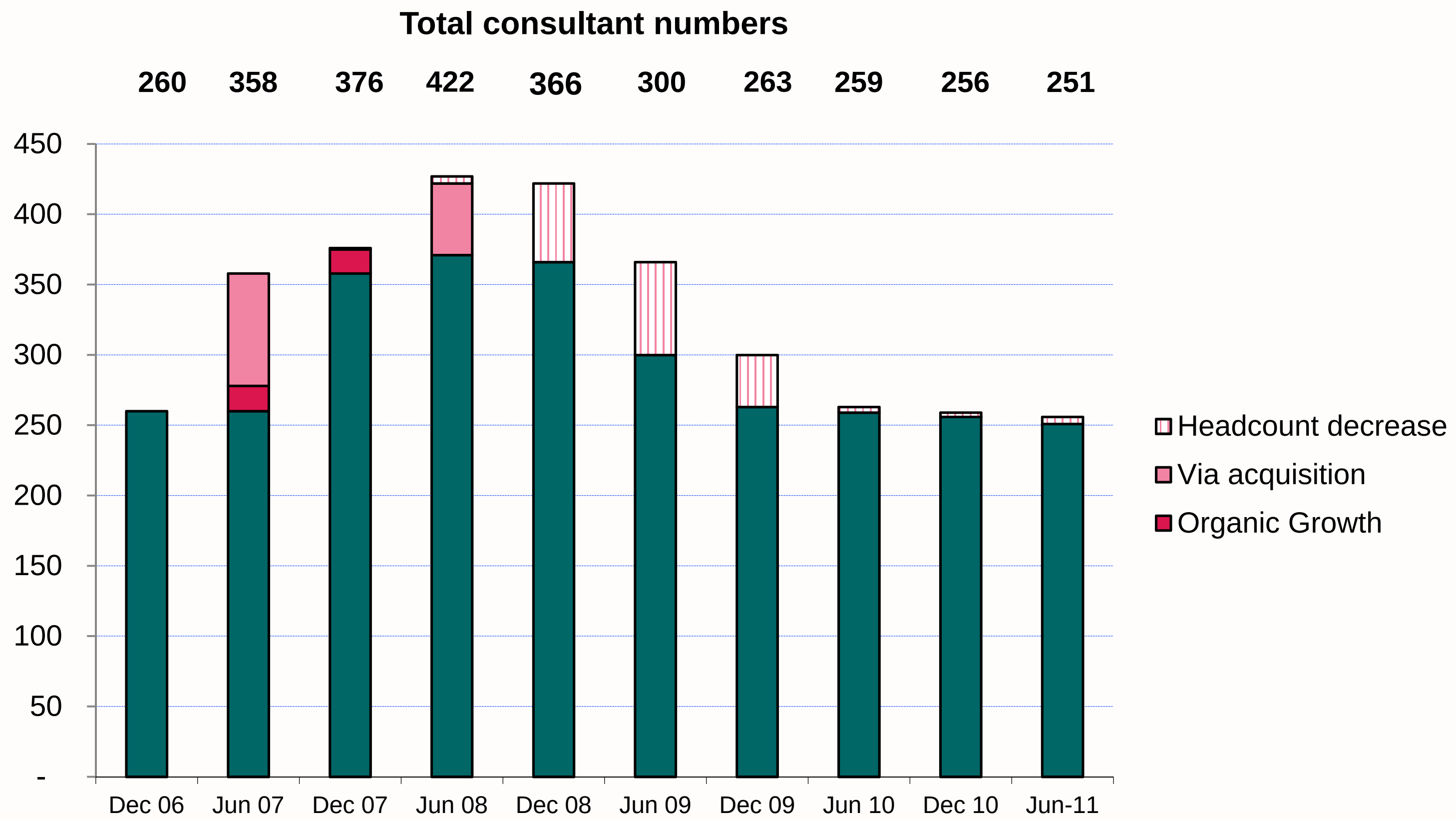


Service



Consultants

- Overall numbers stable between 250 and 260
- However added consultants in selected growth markets



Underlying profitability

12 months ended 30 June	2011 $M	2010 $M	Change %
Revenue	**291.7**	**280.6**	**4.0**
NDR (Gross margin)	64.6	62.6	**3.2**
EBITDA	**11.3**	**9.2**	**22.8**
Depreciation	(0.8)	(1.0)	
EBIT	**10.5**	**8.2**	**28.0**
Finance costs – amortisation	(2.6)	(1.5)	
Finance costs – interest/charges	(8.1)	(7.9)	
Loss Before Tax	**(0.2)**	**(1.2)**	**(83.3)**
Tax	0.1	0.4	
Cash interest on vendor liabilities	(0.4)	(0.8)	
NPAT	**(0.5)**	**(1.6)**	**(67.6)**
NPAT attributable to equity holders	**(0.9)**	**(1.8)**	**(50.6)**
EPS (cents)	**(0.8)**	**(1.6)**	

Financial position

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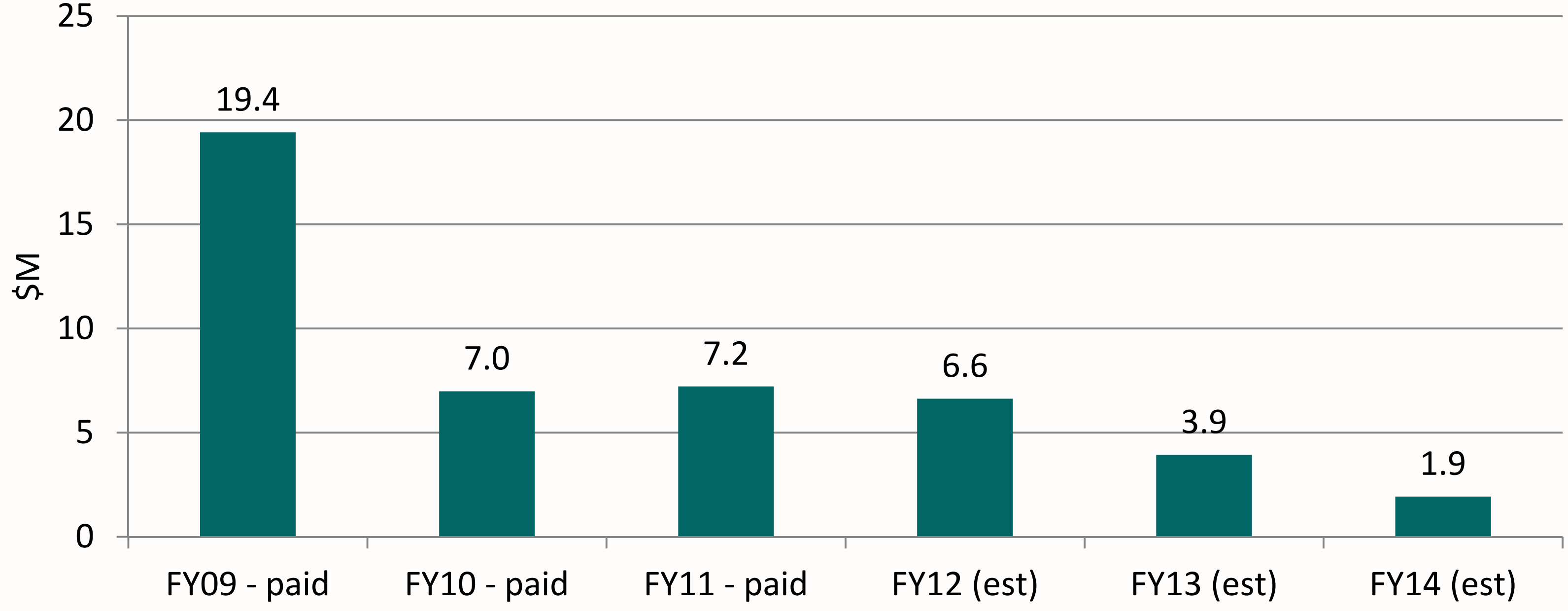
30 June	2011 $M	2010 $M	Change %
Cash	2.0	3.6	(44)
Receivables	37.2	38.0	(2)
Goodwill	70.3	71.3	(1)
Identifiable intangibles	3.4	7.3	(53)
Other assets	11.1	10.7	4
Total Assets	**124.0**	**130.9**	**(5)**
Current Liabilities			
Trade payables	23.2	25.9	(10)
Deferred vendor consideration	6.3	7.5	(16)
Borrowings – working capital	32.6	24.0	36
Borrowings – acquisitions debt	50.9	53.8	(5)
Non Current Liabilities			
Deferred vendor consideration	4.6	9.3	(51)
Borrowings – acquisitions debt	2.4	0.0	
Other liabilities	2.9	2.9	(0)
Total Liabilities	**122.9**	**123.4**	**0**
Net Assets	**1.1**	**7.5**	**(85)**
Net Asset backing (cents)	**1.0**	**6.8**	

Vendor payment profile

- Vendor payments on track to be extinguished in 2014

Vendor Earn Out Payments[1]



1 Estimated vendor earn out payments for FY 12 to FY 14 at future value of $12.4m.
Balance sheet (Deferred vendor consideration) at present value of $10.9m.

Outlook

Short term

- Continue to target (as announced at half year) :
  - consistency of performance across businesses
  - efficiency and productivity
  - organic expansion
  - capital discipline and debt refinancing

- Strategic alignment to capitalise on growth sectors, acknowledging increased risk profile from recent global and local market conditions

- Investing in:
  - front line resources, including temporary and contract management capabilities
  - development and training
  - technology, social media and online initiatives

Long term

- Skills shortages will present good opportunities for specialist recruiters

Appendices

Statutory profitability

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12 months ended 30 June	2011 $M	2010 $M	Change %
Revenue	**291.7**	**280.6**	**4.0**
NDR (Gross margin)	**64.6**	**62.6**	**3.2**
EBITDA	**11.3**	**9.0**	**25.6**
Depreciation	(0.8)	(1.0)	
Amortisation	(3.2)	(5.6)	
EBIT	**(7.3)**	**2.4**	**204.2**
Notional interest on vendor liabilities	(1.4)	(1.9)	
Finance costs – amortisation	(2.6)	(1.5)	
Finance costs – interest/charges	(8.1)	(7.9)	
Impairment charge	(1.3)	(0.2)	
Loss Before Tax	**(6.1)**	**(9.1)**	**(33.0)**
Tax	0.7	0.9	
NPAT	**(5.8)**	**(8.2)**	**(34.1)**
NPAT attributable to equity holders	**(5.8)**	**(8.4)**	**(31.0)**
EPS (cents)	**(5.3)**	**(7.6)**	

Reconciliation: statutory to underlying

Underlying NPAT adjusts for significant items, AIFRS-required amortisation, notional interest on vendor liabilities and goodwill impairment

12 months ended 30 June	2011 $M	2010 $M
Statutory NPAT – Equity holders	**(5.8)**	**(8.4)**
Significant items	0.0	0.2
Significant non cash items		
Add back: Amortisation of identifiable intangible assets	3.2	5.6
Notional interest on vendor liabilities	1.4	1.9
Impairment of goodwill	1.3	0.2
Deduct: Cash interest on vendor liabilities	(0.4)	(0.8)
Tax effect	(0.6)	(0.5)
Underlying NPAT – Equity holders	**(0.9)**	**(1.8)**