



Interim Results

31 Dec 2007





Agenda

- Half Year Highlights
- Business Overview
- Operational Review
- Financial Performance
- Outlook



Half Year Highlights

- Total Revenue up 175% to \$181.1m
- Net Disposable Revenue up 83% to \$50.6m
- EBITDA up 108% to \$12.3m
- EBITDA margin[^] above average at 6.8%
- Statutory NPAT \$1.4m
- Underlying NPAT* \$6.1m
- Underlying EPS* 5.8c
- Fully franked interim dividend of 1.5c per share
- On track to meet full year EPS forecast

• [^] EBITDA on total revenue

• * Adjusting for amortisation of intangibles and notional interest on deferred payments for business acquisitions under IFRS



Achievements

- Exceptional result
- Double digit organic growth
- Acquisitions performing well
- Consultant numbers and productivity up
- Diversified client base and earnings mix

Business overview

- Rubicor is the 2nd largest* listed recruitment services group in Australia and NZ
- 22 operating businesses
- 46 offices (2 in Singapore)
- Over 370 consultants



* on an EBITDA basis



Clients

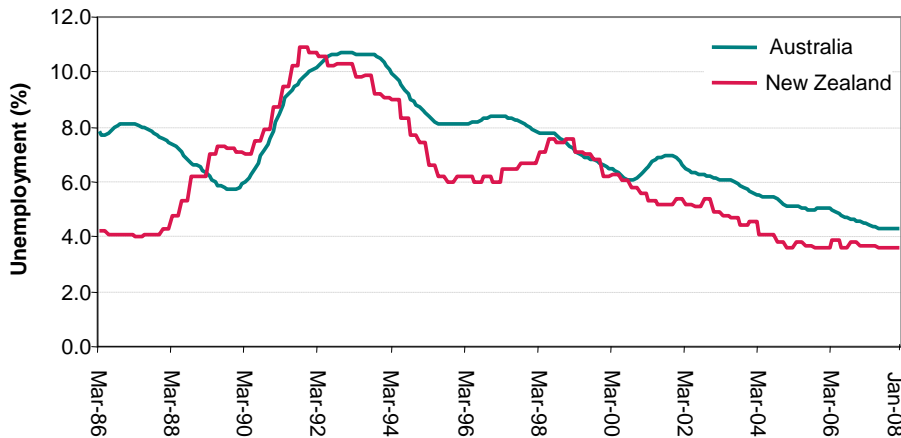
- Rubicor services a significant number of the ASX 50
- Diversified client base with no single client >5% of revenue

...AGL, Amcor, Arnott's, Astra Zeneca, BHP Billiton, Bluescope Steel, Bristol Myers Squibb, Coca Cola Amatil, Dairy Farmers, ETSA Utilities, GE Money, Orica, Sensis, Shell...

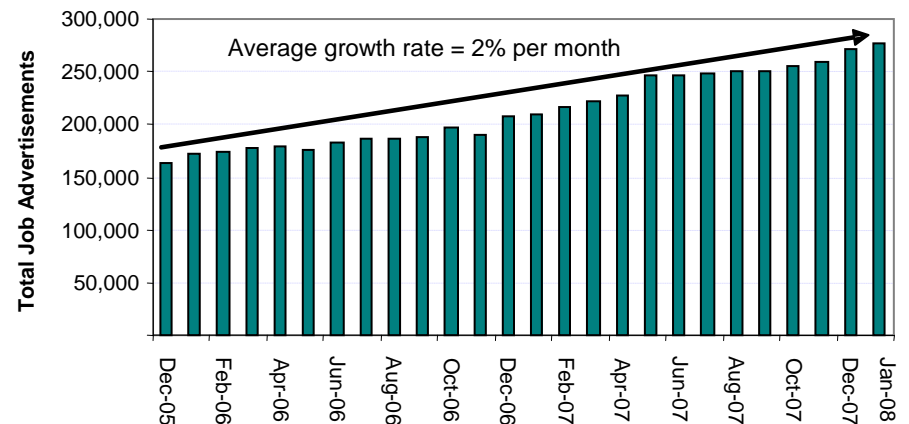
Recruitment Industry Outlook

- Skills shortage continues to be an issue for employers
- Employers optimistic re: increasing permanent jobs
- Well-established specialist recruitment firms have the edge
- Rubicor companies cater for both permanent & temporary recruiting and can adapt to any change in demand

Unemployment rate



Monthly Job Adverts (newspapers + internet)





Acquisition Environment

- Acquisitions completed during half year included Challenge (high volume industrial sector) and Steelweld Personnel (WA)
- More recently acquired Gemteq Executive (Sales & Marketing and IT)
- Continue to evaluate acquisition opportunities that enhance diverse revenue base and provide access to high growth markets
- Turned down other acquisitions that didn't meet criteria
- Completed acquisitions working well with a continued focus on improving the operating metrics of individual businesses



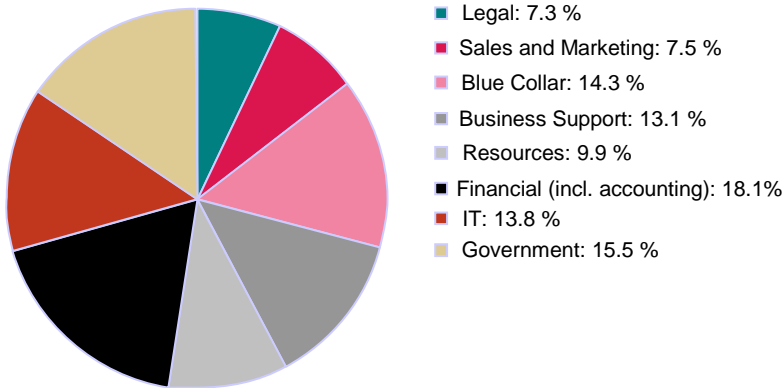
Acquisition Activities

- Challenge Recruitment (announced prior to IPO)
 - High volume industrial sector
 - Adelaide based
 - Initial payment of \$12.95 million, plus deferred payments subject to performance
- Steelweld Personnel
 - Contract employment for skilled trades people
 - Fast growing WA market
 - Total payment of \$3.5m
- Gemteq Executive (acquired post 31 December)
 - IT and Sales & Marketing
 - Sydney based
 - Initial payment of \$19.5 million, plus deferred payments subject to performance

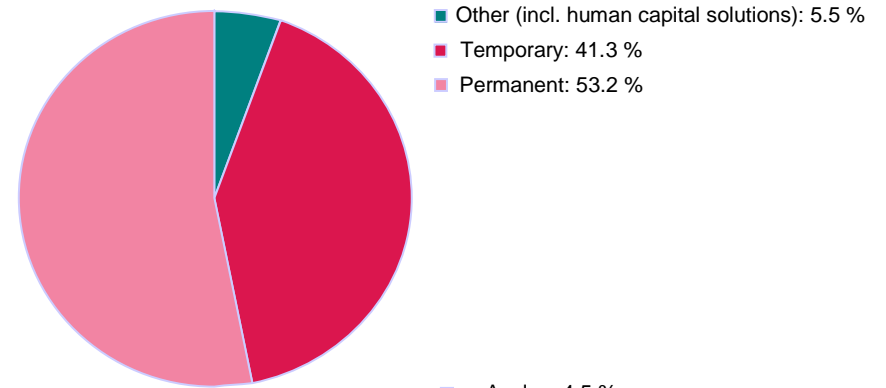
Operational Split

- Highly diversified revenue
- Focus on maintaining right balance between services

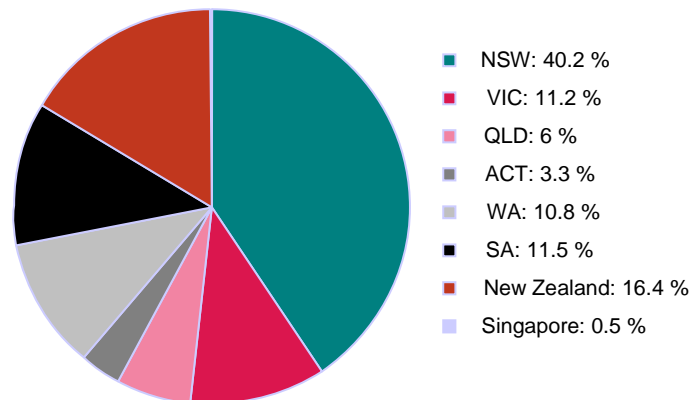
Industry



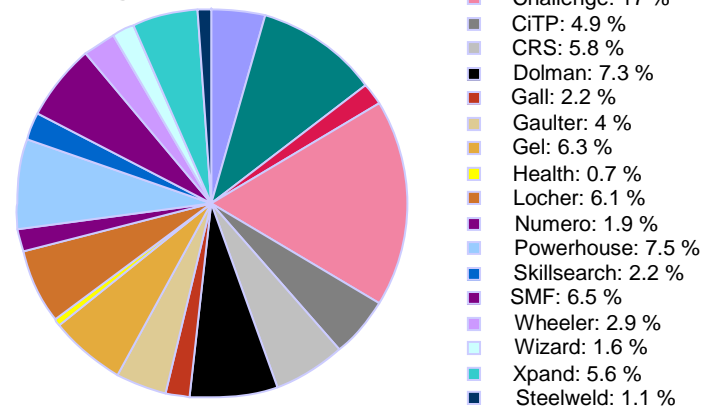
Service



Geography



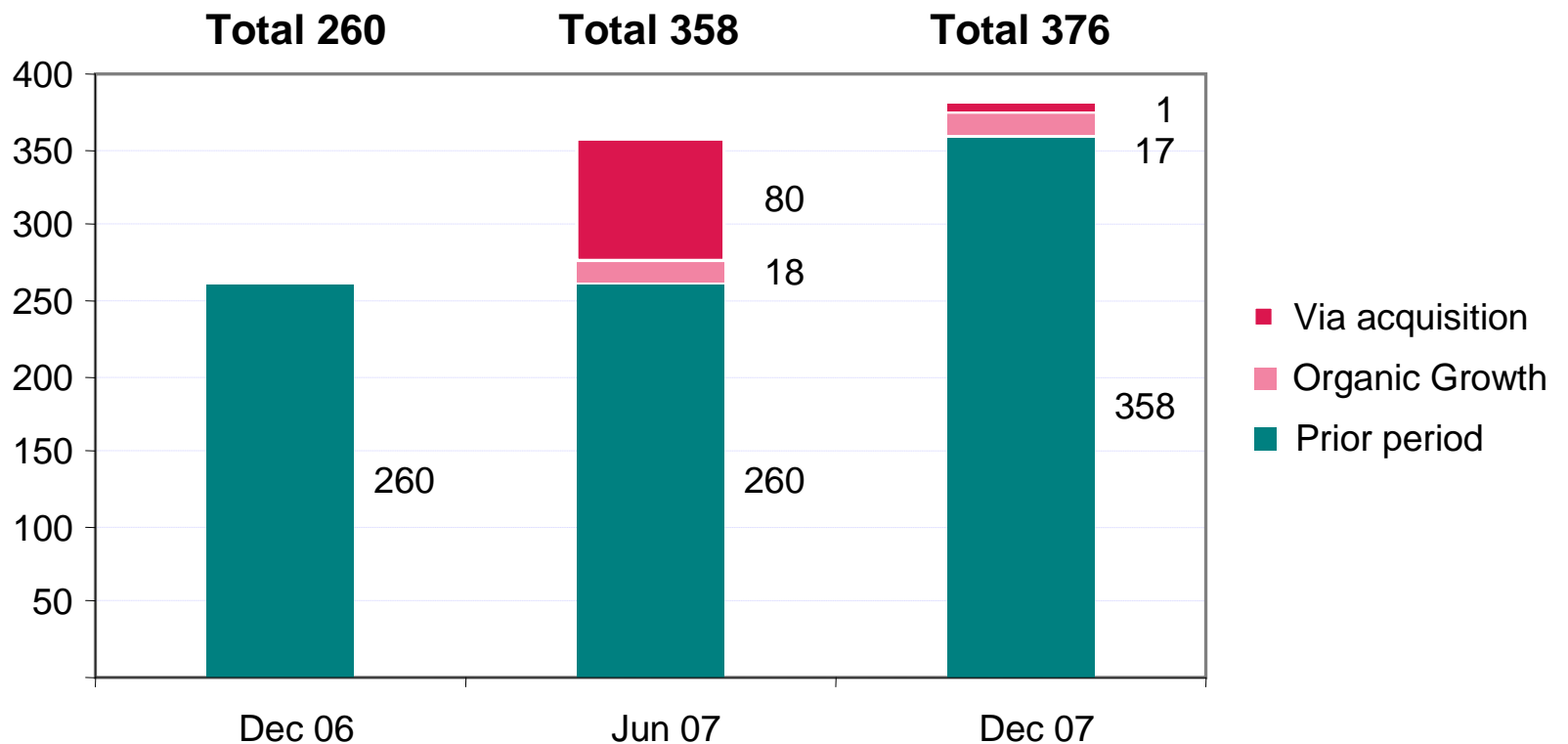
Operating Business



▪ Data as at 31 December 2007.

Consultant Growth

- Organic growth within existing businesses continues to be strong
- Acquisition model allows for growth in consultants without initial training 'down time'



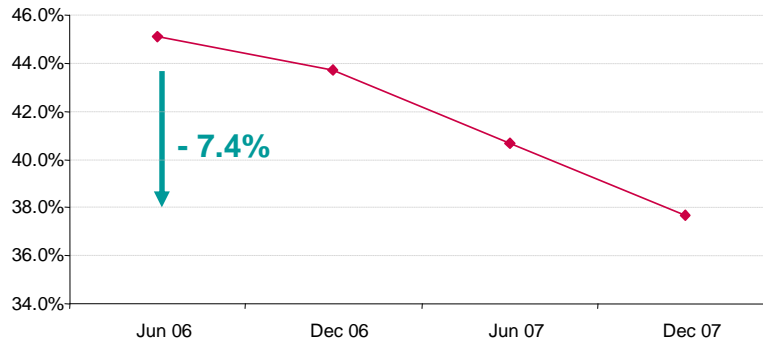
▪ Data as at 31 Dec 2007.

Key Operating Indicators

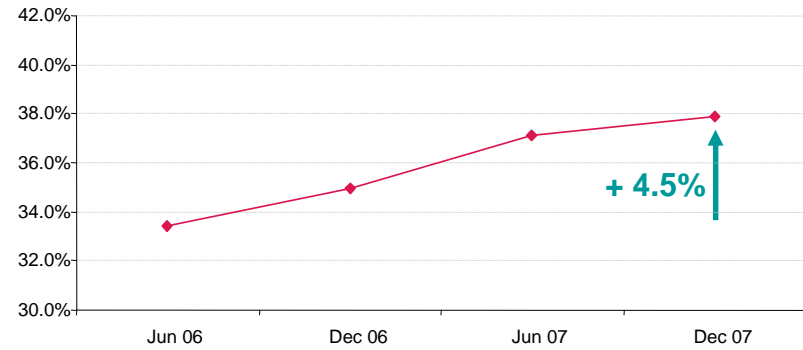
■ Focus on:

- Driving consultant productivity with targeted consultant ratios across businesses
- Maintaining low operating costs
- Improving operational efficiency and returns

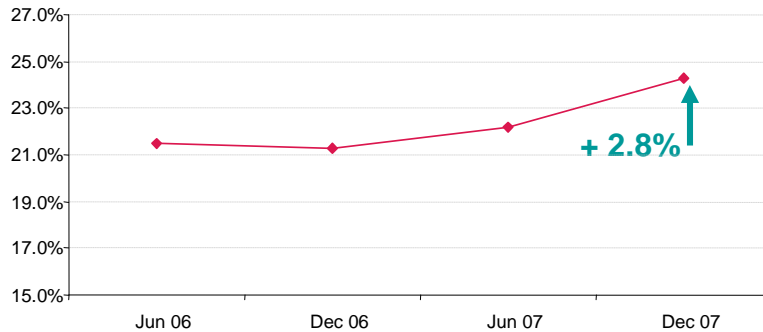
Consultant costs to NDR



Other costs to NDR



EBITDA to NDR



Financial Performance : Statutory

- Exceptional growth

6 Months ended 31 December	2007 \$M	2006 \$M	Change %
Revenue	181.1	65.9	+175
NDR (Gross margin)	50.6	27.7	+83
EBITDA	12.3	5.9	+108
Depreciation	(0.5)	(0.2)	
Amortisation	(2.9)	(1.5)	
EBIT	8.9	4.2	+112
Notional Interest on vendor liabilities	(3.8)	(2.0)	
Finance costs	(1.3)	(2.9)	
Profit/Loss Before Tax	3.8	(0.7)	
Tax	(2.4)	(0.5)	
Profit/Loss After Tax	1.4	(1.2)	
EPS	1.3	(3.5)	

Financial Performance : Underlying

- Underlying or cash NPAT best indicator of performance

6 Months ended 31 December	2007 \$M	2006 \$M	Change %
Revenue	181.1	65.9	+175
NDR (Gross margin)	50.6	27.7	+83
EBITDA	12.3	5.9	+108
Depreciation	(0.5)	(0.2)	
EBIT	11.8	5.7	+107
Cash interest on vendor liabilities	(1.4)	(1.2)	
Finance costs	<u>(1.3)</u>	<u>(2.9)</u>	
Profit Before Tax	9.1	1.6	+469
Tax	(3.0)	(0.7)	
Profit After Tax	6.1	0.9	+578
EPS	5.8	0.9	

Financial Position

- Prudent gearing provides opportunity for earnings accretive acquisitions

	HY Dec 07 \$M	FY Jun 07 \$M	Change %
Cash	6.9	12.7	-46
Receivables	50.4	27.3	+85
Intangibles	121.6	92.3	+32
Other Assets	10.2	9.7	+5
Total Assets	189.1	142.0	+33
Trade payables	23.2	14.3	+62
Vendor liabilities - Current	20.3	11.5	+77
Vendor liabilities - Long term	42.5	45.1	-6
Borrowings – working capital	27.8	7.3	+281
Borrowings – acquisitions debt	10.8	0.0	
Other liabilities	3.5	3.4	+3
Total Liabilities	128.1	81.6	+57
Net Assets	61.0	60.4	+1
Net Gearing¹	34.0%	10.8%	
Net Asset backing	57.5c	56.9c	

1.Excludes cash in FY07 as utilised for Challenge completion payment

Creating shareholder value

Acquisition strategy

- Invest in Aust, NZ and Asia
- Diversify operations
- Disciplined capital management
- Strict investment return criteria
- Portfolio management

Organic growth strategy

- Preserve entrepreneurial drive
- Drive operational improvements
- Instil productivity disciplines
- Best practice & KPI's
- Rapid response to deviations from agreed benchmarks

SHAREHOLDER VALUE

- Strong and sustainable EPS growth
- Target 25% or greater EBITDA on NDR
- KPI's better than industry benchmarks
- Dividend 80-100% fully franked
- Target gearing - debt/(debt + equity) 40-50%

A return on funds employed greater than our cost of capital creates value for shareholder



FY 2008 Financial Outlook

- Macro market conditions remain buoyant
- Operating businesses performing strongly
- Benefit from:
 - full year impact of FY07 acquisitions
 - new acquisitions, especially Gemteq & Steelweld
- Developing:
 - candidate sourcing capabilities
 - offshore expansion strategies
 - international alliance opportunities
 - start-up model, including Orbis Recruitment
- Underlying EPS forecast close to 15 cents
- Dividend payout ratio up to 80% - 100% of statutory NPAT

The Rubicor model



Specialised operating companies

Maintain individual branding, culture and entrepreneurial spirit

Focused on individual sectors and geographies

Retains competitive advantages with candidates and clients

Sets Rubicor apart from large homogenised competitors





Agenda

Appendices

Reconciliation of Statutory to Underlying

- Underlying NPAT adjusts IFRS for amortisation and notional interest

	HY07	HY06
Statutory NPAT	1.4	(1.2)
Significant non-cash items:		
Add back: Amortisation of identifiable intangible assets	2.9	1.5
Notional interest on vendor liabilities	3.8	2.0
Deduct: Cash interest on vendor liabilities	(1.4)	(1.2)
Tax effect	<u>(0.6)</u>	<u>(0.2)</u>
Underlying NPAT	<u>6.1</u>	<u>0.9</u>

Financial performance: Underlying v Proforma

- Showing 2006/07 comparative as if 6 month contribution was received from all 2006/07 acquired entities

6 Months ended 31 December	2007 \$M	2006 \$M	Change %
Revenue	181.1	161.6	+12.1
NDR (Gross margin)	50.6	41.3	+22.5
EBITDA	12.3	10.8	+13.9
Depreciation	(0.5)	(0.4)	
EBIT	11.8	10.4	+13.5
Cash interest on vendor liabilities	(1.4)	(1.3)	
Finance Costs	(1.3)	(0.6)	
Profit Before Tax	9.1	8.5	+7.1
Tax	(3.0)	(2.8)	
Profit After Tax	6.1	5.7	+7.0