



PROGRAMMED

JPMorgan Investor Conference

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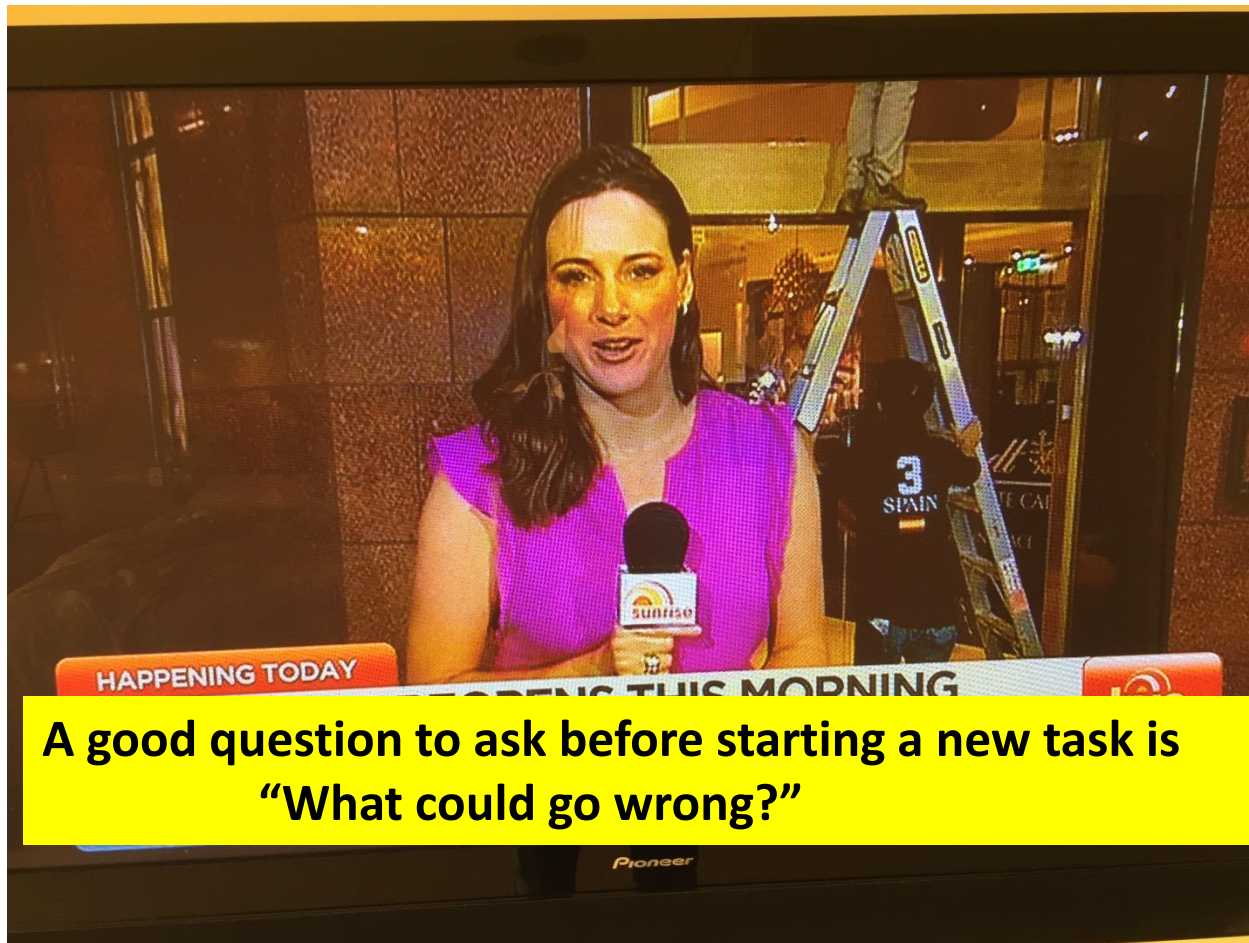
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This presentation should be read in conjunction with the announcements issued to the ASX since the 2014 Annual Report which can be found on the Programmed website at **www.programmed.com.au**.

Safety pause



Our Vision: To be a leading provider of staffing, maintenance and facility management services, without injury



SAFETY

Safety is paramount. We will act to ensure the safety and environmental well-being of our customers, the public and ourselves.



TEAMWORK

We respect everyone's contribution by working together to achieve common goals and project outcomes. Our sense of team extends to building long-term customer and community relationships for the benefit of all.



ACCOUNTABILITY

We encourage individuals and teams to take responsibility and ownership of the process, and the outcome, through decisive leadership and initiative.



HONESTY & INTEGRITY

Our business relationships are based on fair, open, and ethical principles. We take pride in the way we work with our customers and communities, the integrity of our services, and doing what we say we are going to do.



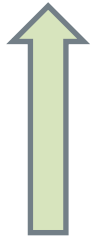
RECOGNITION & ENJOYMENT

We are a people business. We recognise and reward outstanding achievement, and provide opportunity for our employees to develop and succeed. We create an environment for every team member to have a positive, enjoyable and rewarding work experience.

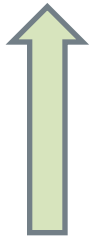
Our Business



*Customers contract a
complete **MANAGEMENT**
and / or maintenance
SOLUTION*



*Customers contract the
TASK capability*



*Customers contract the
STAFFING service*

PROPERTY & INFRASTRUCTURE

Facility Management

Facility Management
Operational Support
Complete Maintenance Services

Property Services

Painting
Grounds
Corporate Imaging
Electrical & Lighting
Audio Visual, Data and Communications
Specialist Turf Maintenance

RESOURCES

Marine

Marine Manning
Vessel Management
Catering
Construction Manning
Rig and Production Operators
Logistics

Maintenance

(Mining & Process)
Maintenance
Shutdowns
Construction Support

INTEGRATED WORKFORCE

Recruitment and Labour Hire Services

The Programmed Difference



The Programmed Difference are the core attributes of our company that support all the services we deliver;

- 1) our ability to recruit and develop the right people
- 2) our ability to deploy the right person with the right competency to each job
- 3) our ability to get safety right on the ground
- 4) our ability to manage IR in an increasingly difficult environment
- 5) our ability to manage HR in an increasing regulatory environment
- 6) our ability to deliver operational improvements, flexibility and high levels of satisfaction to our customers



To achieve our vision, we have a plan built on 4 key components.

1. Safety

2. People and Culture

3. Systems and Integration

4. Growth

- a) marketing and customer development
- b) build scale
- c) expansion in resources
- d) expansion in public infrastructure



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- critical risk standards
 - life saving rules
 - behavioural tools
 - risk assessments
- 

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- education, demonstration and promotion of the Programmed Difference
 - customer service culture development program
 - common customer satisfaction measurement and reporting
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- upgrade of finance system underway - 18 month project
 - upgraded workforce system with full service capability across any mobile device for job seekers and customers
 - HR system upgrade
 - total investment \$17 m and cost savings > \$5 m pa
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- 
- education
 - health & aged care
 - tourism & recreation
 - agribusiness
 - water
 - mining infrastructure
 - oil and gas (offshore)
- 

Customer Name : Housing New Zealand Corporation

Contract Duration : 5 Years

Date Commenced : 1 July 2014

Location : East Auckland and Wellington/Hut Valley (>15,000 properties)



Southern Queensland Correctional Centre ✱ *PROGRAMMED*

Customer Name : Department of Justice Queensland

Contract Duration : 14+10 Years

Date Commenced : 1 July 2014

Location : Spring Creek, Queensland



Rottnest Island

 *PROGRAMMED*

Customer Name : Rottnest Island Authority

Contract Duration : 5 + 5 Years

Date Commenced : 1 August 2014

Location : 20km off coast of WA



Fonterra Logistics Distribution Centres

 **PROGRAMMED**

Customer Name : Fonterra Co-operative Group

Contract Duration : 3 Years

Date Commenced : 1 September 2014

Location : more than 40 sites across NZ



Customer Name : Department of Housing WA

Contract Duration : 5 + 3 + 3 Years

Date Commenced : 2 November 2014

Location : South West of WA (>10,000 properties)



University of Wollongong Student Accommodation Project

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Customer Name : Living and Learning Partners Consortium

Contract Duration : 39 Years

Date Commenced : 1 January 2015

Location : Wollongong





Full Year (FY15) Update

 **PROGRAMMED**

The group's trading EBIT for FY15 (ending 31 March 2015) is projected to be approximately \$50 million¹, before non-trading adjustments as previously advised in our half year results release dated 29 Nov 2014.

Property & Infrastructure opportunities continue to expand

- Facility Management work in hand a record high of \$1.5 billion at 31 March 2015
- Property Services continues to deliver strong cash flow and steady margin

Workforce restructure has delivered an improved margin in second half of 2015

- upgraded core workforce system is leading the market
- Oneshift continues to build business and job seeker numbers

Resources

- low oil price has caused some cancellation of seismic / exploration work in past 3 months.
- offshore oil and gas construction opportunities will continue with Ichthys works to be followed by floating LNG opportunities albeit with lower revenue than past two years.
- work from ongoing offshore oil and gas operations remains unchanged
- onshore miners are focused on significant cost out programs and whilst our exposure is limited there are a number of new outsourcing opportunities coming to market.

¹This guidance is subject to:

- March 2015 trading result in line with forecast;
- No impairment of goodwill which will be reviewed as per our normal audit process once the FY15 accounts are finalised ;
- No material changes arising from the audit of the FY15 accounts.



We are in a strong strategic position

✦ *PROGRAMMED*

Our business model providing staffing, maintenance and facility management services to all sectors of the economy provides significant earnings diversification.

Overall we project that growth in Property & Infrastructure revenue will offset any potential falls in Resources revenue over the next 12 months.

In the past 6 months we have secured new major long term work in education, social housing, defence, tourism and food / agriculture, all industries forecast to grow over the next 5 to 10 years.

We are positioning for further investment into the infrastructure PPP space.

We are developing the online temporary staff sector through our investment in OneShift.

We have developed a new employment services business opportunity in partnership with APM and were pleased to have been advised yesterday by the Federal Government that our partnership has been successful in securing “jobactive” service provider contracts in 9 of 51 regions across Australia.

We are continuing to evaluate investment opportunities to increase our scale or expand our presence in the markets that we serve.

There are no ongoing discussions with Skilled regarding our Merger of Equals proposal put to Skilled last December. Skilled position remains that they see no net strategic benefit in the combination.

Our balance sheet is strong with net debt at \$24.3 m and net debt / equity at just 6% as of last Sept 2014