

The background features a network of hexagons and lines in red, grey, and dark blue. Some hexagons are solid, while others are dashed outlines. Lines connect some of the hexagons, creating a web-like structure. The overall design is clean and modern, with a focus on geometric shapes.

Rubicor

Half Year Results
31 December 2010

Financial Summary

<u>Financial Highlights</u>	HY1 2011 31/12/10	HY1 2010 31/12/09	Change %
Total Revenue	145.9	136.5	6.9%
NDR (Gross Margin)	32.7	29.7	10.1%
Underlying EBITDA ¹	5.9	3.5	68.6%
Statutory EBITDA	5.9	3.4	73.5%
Underlying NPAT ^{1&2}	-0.2	-1.3	
Statutory NPAT	-1.9	-5.0	
Underlying EPS ^{1&2}	-0.3	-1.1	
Operating cash flow	2.5	0.5	500%

¹Before significant items 1H11: \$nil, 1H10: \$0.1m

²Before amortisation of intangibles, notional interest on deferred payments for business acquisitions under IFRS and impairment of non-current assets

³ Before interest and taxation

Operational Highlights

Growth:

- ◆ Momentum in driving profitability
- ◆ Specialists responsive to demand driven growth
- ◆ 69% EBITDA increase on pcp

Efficiency:

- ◆ EBITDA to NDR at 18% up from 11%
- ◆ Consultant productivity and efficiency improving
- ◆ Converted 80% of NDR increase into EBITDA
- ◆ IT Search Engine Optimisation initiative to improve visibility

Capital Management

Debt funding:

- ◆ Compliance with covenants since July 2009
- ◆ \$1.3 million debt repaid during half year
- ◆ August 2010 extension of bank facilities to 31 July 2011

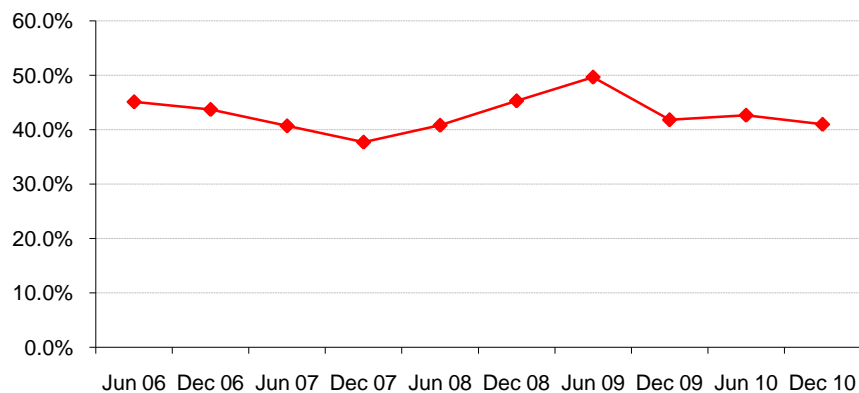
Capital management:

- ◆ No dividend declared
- ◆ Operating cash flow at \$2.5m = good conversion of EBITDA to cash

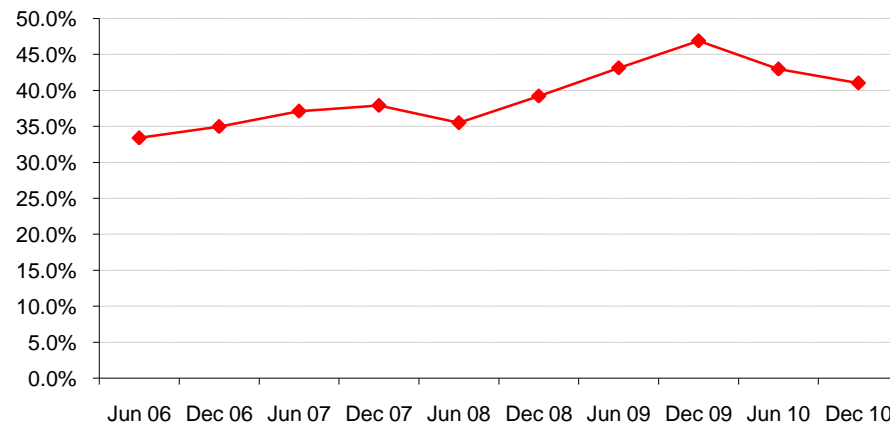
Key Operating Indicators

- ◆ Positive momentum in key metrics from productivity, efficiency and cost savings initiatives

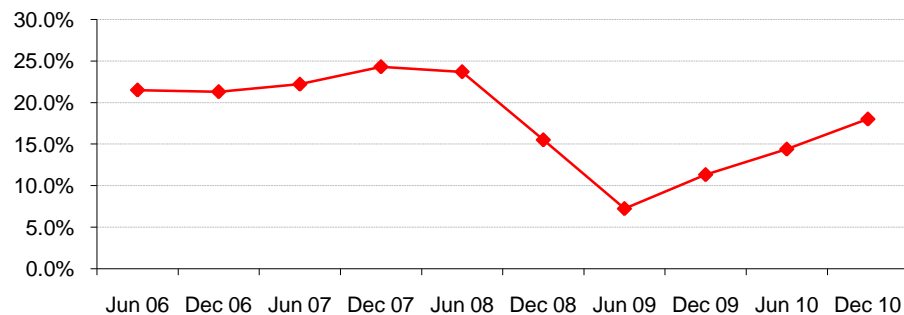
Consultant costs to NDR: Target below 40%



Other costs to NDR



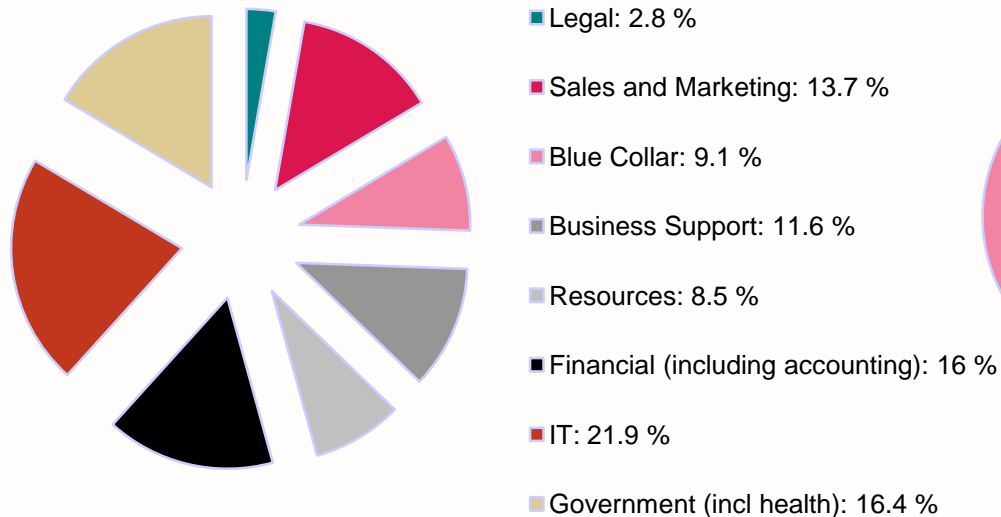
EBITDA to NDR: Target above 23%



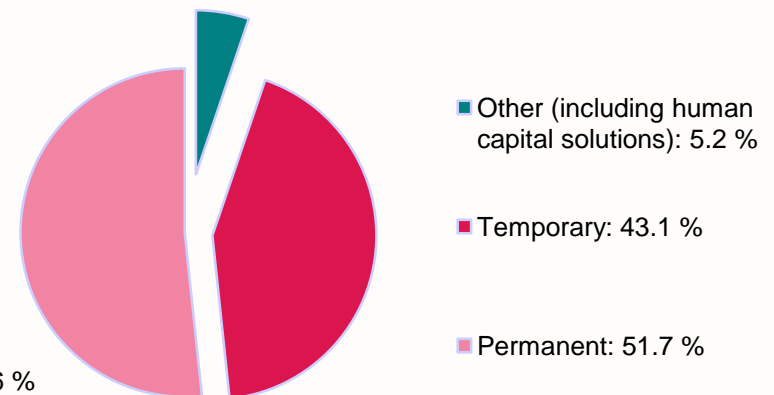
Business Profile

- ◆ Greater consistency in more profitable permanent hire demand

Industry

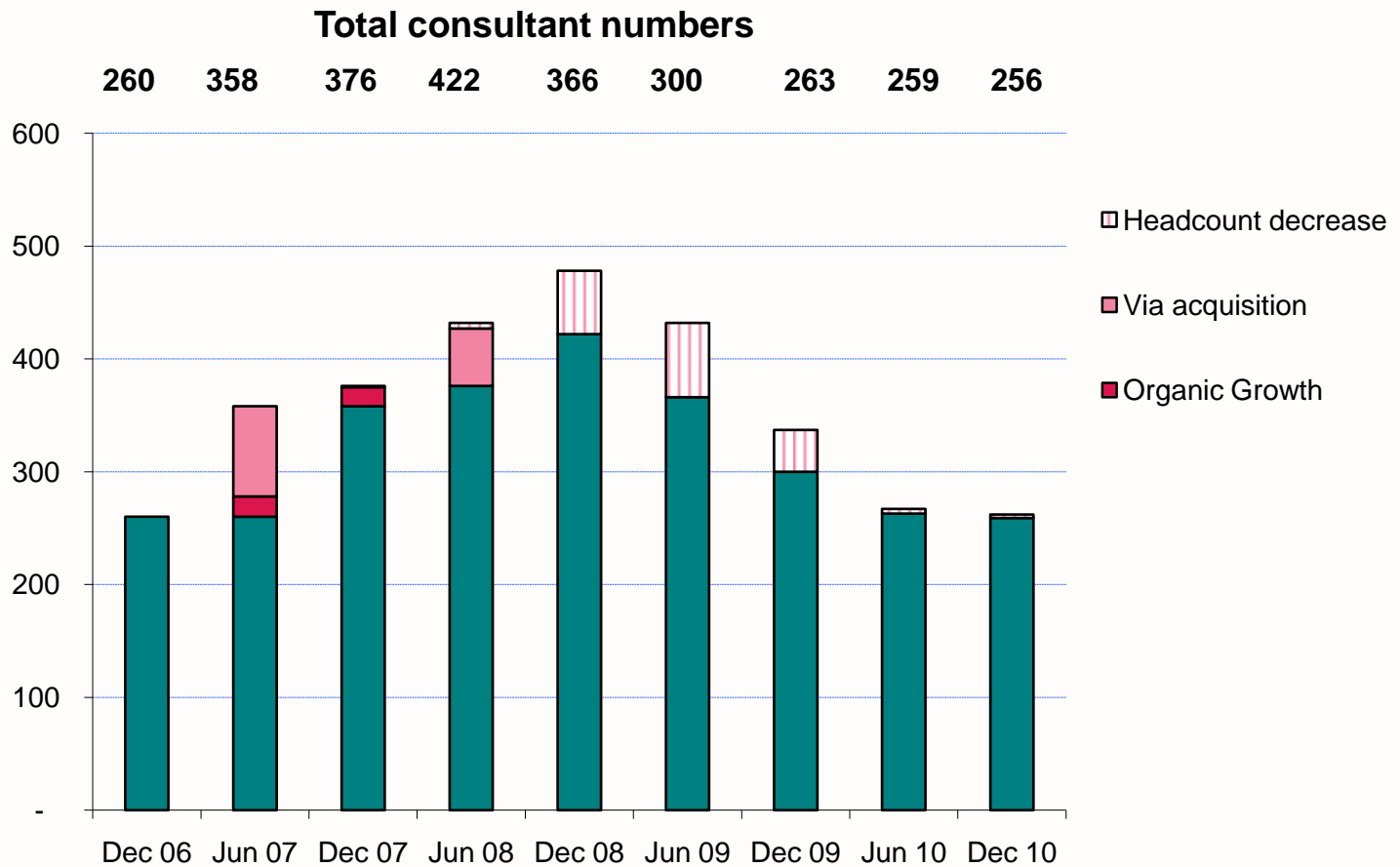


Service



Consultants

- ◆ Hiring in growth areas, rebalancing elsewhere



Underlying Profitability

= best indicator of performance



6 months ended 31 December	2010 \$M	2009 \$M	Change %
Revenue	145.9	136.5	6.9
NDR (Gross margin)	32.7	29.7	10.1
EBITDA	5.9	3.5	68.6
Depreciation	-0.5	-0.6	
EBIT	5.4	2.9	86.2
Finance costs – amortisation	-1.0	-0.6	
Finance costs – interest/charges	-4.1	-3.3	
Profit/(Loss) Before Tax	0.3	-1.0	
Tax	-0.1	0.3	
Cash interest on vendor liabilities	-0.4	-0.6	
NPAT	-0.2	-1.3	
NPAT attributable to equity holders	-0.3	-1.3	
EPS (cents)	-0.3	-1.1	

Financial Position

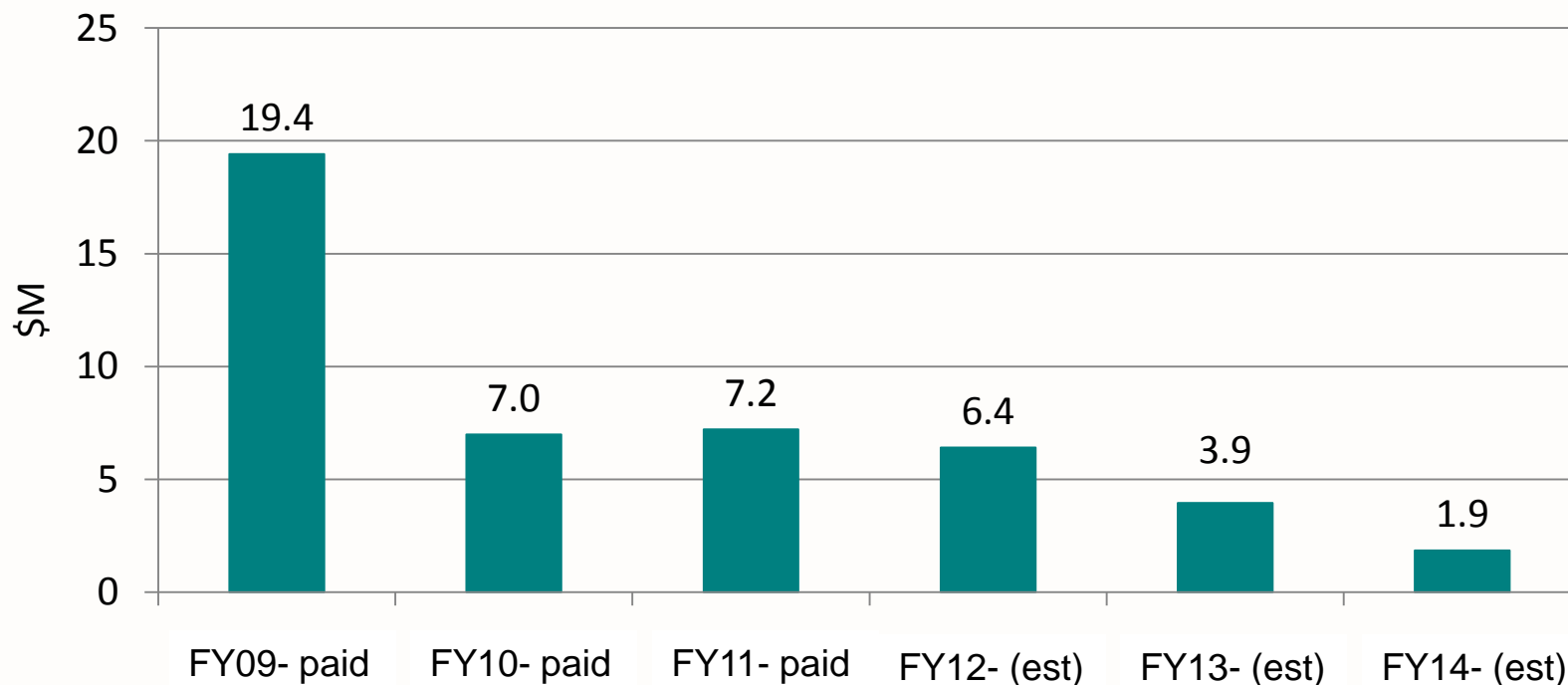


	31/12/10 \$M	30/06/10 \$M	Change %
Cash	1.7	3.6	-53
Receivables	36.1	38.0	-5
Goodwill	71.0	71.3	0
Identifiable intangibles	4.7	7.3	-35
Other assets	9.9	10.6	-7
Total Assets	123.4	130.8	-6
Current Liabilities			
Trade payables	19.5	25.6	-24
Deferred vendor consideration	5.8	7.5	-23
Borrowings – working capital	33.3	24.0	39
Borrowings – acquisitions debt	50.8	53.8	-6
Other liabilities	2.0	2.2	-12
Non Current Liabilities			
Deferred vendor consideration	4.2	9.3	-55
Other liabilities	3.5	1.0	259
Total Liabilities	119.1	123.4	-4
Net Assets	4.3	7.4	-41
Net Asset backing (cents)	3.9	6.7	

Vendor Payment Profile

- ◆ Vendor payments expected to be extinguished by 2014

Estimated Vendor Earn Out Payments (FY11-FY14)



Estimated vendor earn out payments at future value of \$12.2m.
Balance sheet (Vendor earn out liabilities) at present value of \$10.0m.

Outlook

Short term

- ◆ Continue to target:
 - ◆ consistency of performance across businesses
 - ◆ organic expansion
 - ◆ performance efficiency
 - ◆ capital discipline and debt refinancing
- ◆ Investment in front line resources in growth sectors
- ◆ Training and development programs to strengthen consultant capabilities

Long term

- ◆ Skills shortages and wage pressures present opportunities for well-established and specialist recruiters

Appendices

Statutory Profitability

6 months ended 31 December	2010 \$M	2009 \$M	Change%
Revenue	145.9	136.5	6.9
NDR (Gross margin)	32.7	29.7	10.1
EBITDA	5.9	3.4	73.5
Depreciation	-0.5	-0.6	
Amortisation	-1.6	-3.0	
EBIT	3.8	-0.2	
Notional interest on vendor liabilities	-0.7	-0.9	
Finance costs – amortisation	-1.0	-0.6	
Finance costs – interest/charges	-4.1	-3.3	
Loss Before Tax	-2.0	-5.0	
Tax	0.1	0.0	
NPAT	-1.9	-5.0	
NPAT attributable to equity holders	-2.1	-5.1	
EPS (cents)	-1.9	-4.6	

Reconciliation of Statutory to Underlying

Underlying NPAT adjusts for AIFRS-required amortisation, and notional interest on vendor liabilities

6 months ended 31 December	2010 \$M	2009 \$M
Statutory NPAT – Equity holders	-2.1	-5.0
Significant non cash items		
Add back: Amortisation of identifiable intangible assets	1.6	3.0
Notional interest on vendor liabilities	0.7	0.9
Deduct: Cash interest on vendor liabilities	-0.4	-0.6
Tax effect	<u>-0.1</u>	<u>0.4</u>
Underlying NPAT – Equity holders	<u>-0.3</u>	<u>-1.3</u>