

CEO's AGM speech

Slide 8 – CEO's address

Thankyou Rob, and I extend a warm welcome to shareholders and thanks for coming along today.

As Rob mentioned this year has been a very productive year for our company. The team has been focused on growing Rubicor's businesses organically, and expanding the Group by adding more operating companies. Today I want to give you some details on our growth strategies and what they mean for the future.

Slide 9 - the Rubicor model

Rubicor has a unique model and I want to spend a few moments explaining what I think are the advantages of our model.

At the heart of our business is specialisation. Rubicor is comprised of specialised operating companies, which are all established and profitable. Each of the operating companies maintains its individual branding, culture and entrepreneurial spirit. And each of the operating companies is underpinned by strong corporate support from the Rubicor Group.

Rubicor goes to market with these distinct operating companies, all focused on a particular sector or geography. This means operating companies have a specialised understanding of their individual industry and are able to deliver in their individual segments.

Preserving the unique appeal of the individual operating companies gives them advantages of in terms of client relationships and also candidates, and maintains the brand equity they have built over the years.

It gives Rubicor 20 highly productive, well run boutique businesses, which are specialised and agile.

Slide 10 – operational split by net revenue

Here you can see the balance of Rubicor's operations. Our sector and industry split is very deliberate, with Rubicor strongly represented in the financial services, IT, resources, government and blue collar recruitment areas. Our service split, between providing temporary and permanent placements, is within our target band of a 40-60% weighting for each.

Slide 11 – acquisition strategy

Rubicor aims to continue expanding the group with a proven acquisition strategy. We are targeting profitable small to medium sized HR businesses.

We have established strict criteria when evaluating opportunities based on creating long term value for our shareholders. Rubicor's Board and senior management are experienced in assessing acquisition opportunities.

Acquisition opportunities are assessed on the basis of how well each acquired business will respond to the Rubicor model. The acquisition strategy aims to expand Rubicor into sectors, industries, candidate types and geographies.

Slide 12 – acquisition strategy

Since Rubicor was founded in April 2005 we have acquired a total of 20 businesses which operate across a range of sectors and industries.

In the 2007 financial year we completed nine acquisitions in Australia and New Zealand. These acquisitions have contributed \$60 million to Group revenue and \$10 million to the EBITDA result for the 2007 financial year.

Since the close of the 2007 financial year we have completed the acquisition of Challenge Recruitment which is the largest acquisition Rubicor has made to date. The acquisition was outlined in the IPO prospectus. It adds approximately \$150 million to Group revenue and \$5 million to group EBITA. We have also announced the acquisition of Steelweld Personnel, a Perth-based recruitment business specialising in contract employment for skilled trades people.

And we currently have further acquisition opportunities under negotiation, which we hope to be able to tell you about in due course.

Slide 13 – organic growth strategy

Rubicor provides a range of support to operating companies to encourage each of them to grow organically. During the 2007 financial year 8 of the businesses have established operations in new locations and/or new sectors, including Rubicor's first entry into Asia with two brands commencing operations in Singapore.

Rubicor provides support and corporate functions such as accounting, insurance, corporate governance, legal and banking support.

Rubicor also provides support to operating companies through executive mentoring and access to management operational and strategic expertise across the entire Rubicor network. Group-wide leadership training and development programs are conducted to encourage best practice approach across the Group.

Slide 14 – key operating indicators

But importantly, Rubicor closely monitors key operating indicators of our operating companies to ensure they are all creating long term value for our shareholders.

Our management controls mean Rubicor has a finger on the financial pulse of the operating companies and we quickly notice any deviations from agreed benchmarks. Should there be any problems we work with the management of each operating business to remedy the situation.

As a result Rubicor outperforms the industry on consultant productivity. A recent industry report showed all Rubicor's key cost metrics compare favourably to industry averages.

Slide 15 – organic growth initiatives

We have recently introduced two important initiatives to help drive organic growth in operating companies.

Firstly the Candidate Attraction and Retention strategy, which helps the businesses to access a greater pool of candidates. This is particularly important in the current environment with significant skills shortages.

Secondly the Client Optimisation strategy, which helps operating companies expand their client bases. And the program promotes broader and more profitable client relationships.

Both these initiatives help encourage the organic growth of Rubicor operating companies, and help drive revenues and profitability.

Slide 16 – operational improvements

Rubicor has a strong track record of improving the productivity of acquired business. Here you can see the improvements in three example operating companies, selected at random, with consultant costs and other operating costs all trending downwards as a percentage of Net Disposable Revenues.

Slide 17 – operational improvements

Her you can see additional improvements in those same three example companies. It is worth noting the graph on the left, which shows the growth in consultant numbers at the same operating companies, and demonstrating the cost improvements have occurred at the same time as the operating companies have continued growing.

Slide 18 – creating shareholder value

Here is an overview of our strategy and how it delivers shareholder returns.

We identify and acquire profitable recruitment business that will respond to the Rubicor operating model. Through this we are creating a diversified Group of operating companies that covers a spectrum of recruitment and HR services businesses.

We then preserve the unique nature of the businesses we acquire. We motivate the principles and consultants in the businesses and instil productivity and efficiency disciplines, and set financial controls and best practice KPI's.

By acquiring the right businesses and driving organic growth in those businesses, we create shareholder value, with healthy financial returns and out performance on benchmarks. And as the Chairman indicated, we expect to begin paying dividends in the current financial year.

Slide 19 – industry outlook

The recruitment and HR solutions sector is set for continued long-term expansion, both in Australia and New Zealand and globally.

Clients now recognise that the specialist expertise of the recruitment industry is no longer optional. It is integral to the success of their businesses.

The shortage of skilled professionals is acute across the economy and the need for businesses to secure the right people is likely to intensify. The recent change of Government won't change the level of employment demand across the economy.

And Australia is recognising that relying on home grown talent alone is not enough to meet the labour shortages facing the country.

Slide 20 – Rubicor outlook

2007 has been an important year for Rubicor. The company has made good progress in executing its defined business growth strategies.

The outlook for 2008 is positive and Rubicor will continue to expand through both organic and acquisitive growth. Conditions in the economy are likely to continue into the future, with continuing shortages of skilled people and strong demand for candidates. In this environment Rubicor is well positioned to help clients in this 'war for talent' and deliver increasing profitability and shareholder returns.

As a listed company Rubicor now has more financial flexibility to continue this successful strategy. In closing, I would like to thank the Board, management and staff for their support. I look forward to the year ahead.