Investor Presentation

21st February 2012

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CHANDLER MACLEOD
UNLEASHING POTENTIAL

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AGENDA

- Operational update
- Financial results
- Questions

FIRST HALF 2012

Financial Highlights

- Headline revenue up 55% (underlying revenue up 11%)
- EBITDA* of $19.9m (up 50%)
- Profit After Tax* for the period $8.5m (up 39%)
- Cash EPS* of 2.62 cents per share (up 40%)
- Interim dividend of 1.20 cents per share – fully franked (up 50%)

CMG at a snapshot

- $771m revenue first half up 55%
- Over 450,000 hours worked per week across Asia Pacific
- Growth in Managed Services
- Unmatched career opportunities
- Over 20,000 people out working every week
- Over 350,000 people managed under Aurion payroll and HR MIS system
- Continued strength of contracting based model

* Excluding M&A transaction costs

THE CMG WE HAVE BUILT TODAY

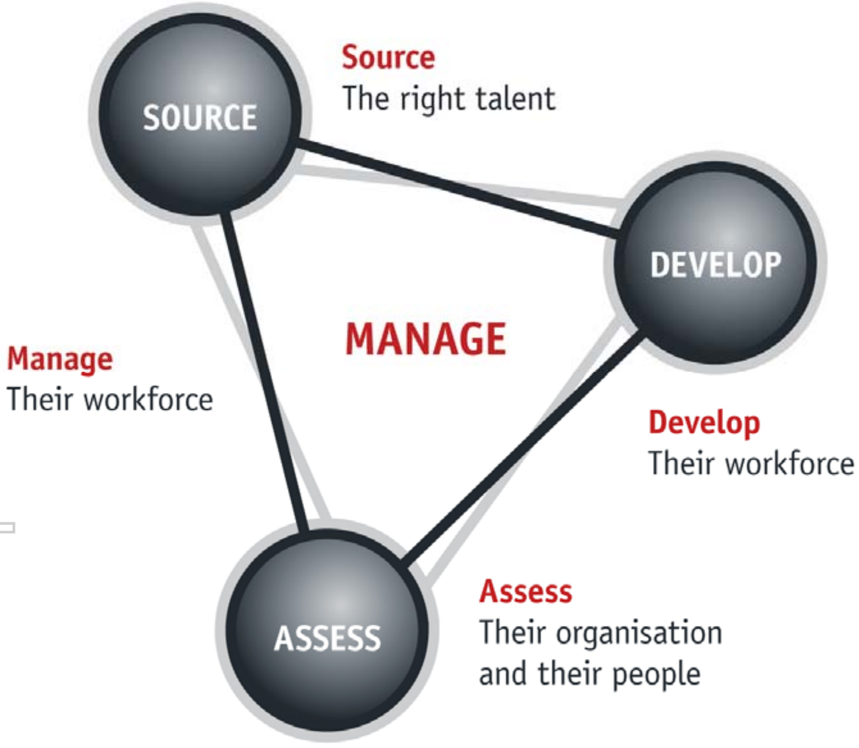
Progress to date

- Top 3 white collar recruitment business in Australia
- The #2 blue collar contingent workforce business in Australia
- A Leader in integrated solutions
- Conservatively invested into Asia – small number of growth market positions
- A leader in Assessment
- Resilient portfolio of businesses

Still to do

- Further expansion into Asia
- Build on cross selling success
- Full product suite into NZ
- Reducing complexity and improving productivity
- Growing suite of Managed Services businesses
- Selected extension of product suite into Asia
- Growing training offering

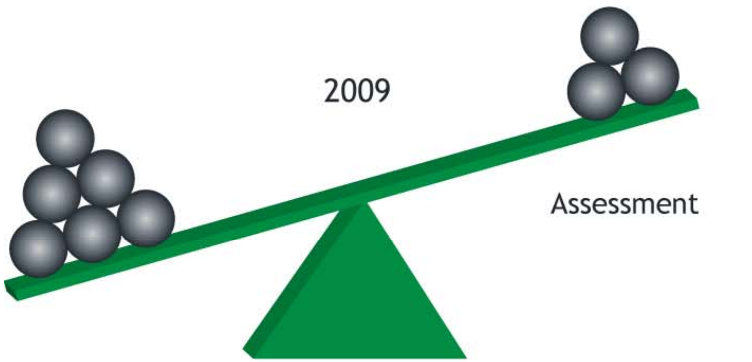
THE FOUNDATIONS ARE IN PLACE WITH OUR BUSINESS MODEL. WE ARE FOCUSSING ON STRENGTHENING EACH COMPONENT TO INCREASE OUR RETURNS

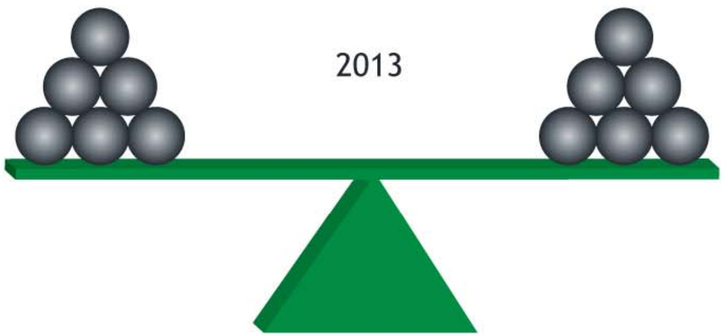


- Building sophisticated national and international candidate sourcing capability
- Refining assessment proposition with higher margin long term contracts
- Developing broad workforce management, advisory and planning offering
- Implementing leading edge CRM systems
- Enhancing industry focus increasing organic growth

CONTINUING TO STRENGTHEN OUR BUSINESS MIX

Profit mix goal



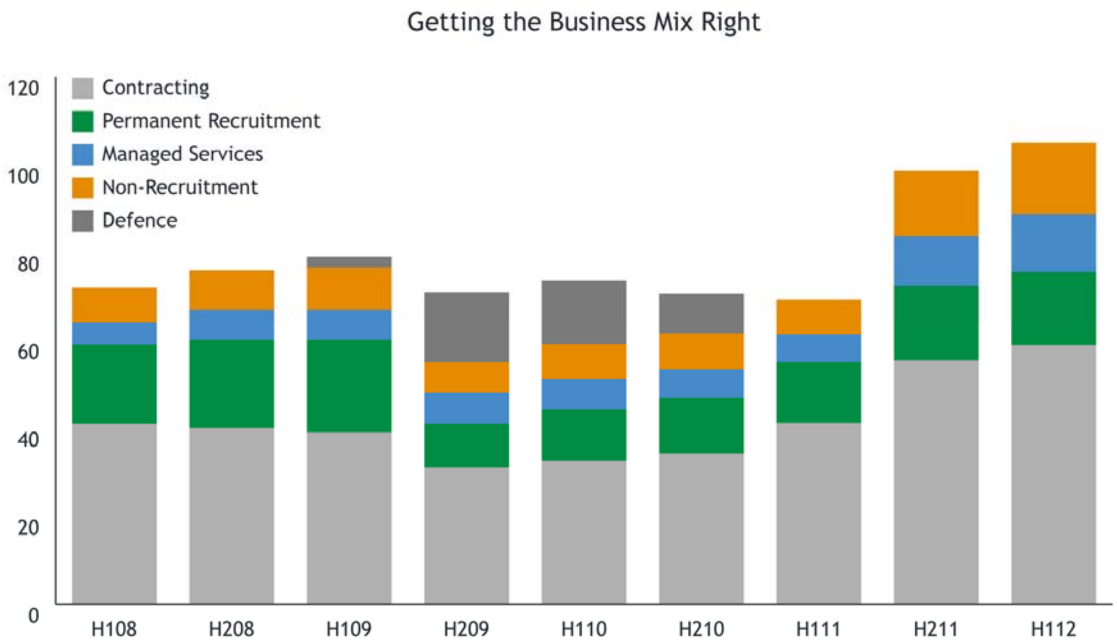


Perm Recruitment
Contractors
Contingent workforce
management

Perm Recruitment
Contractors
Contingent workforce
management

Assessment/Development
Payroll
Managed Services
Training Services
Workforce Planning
& Sourcing

CONTINUING TO STRENGTHEN OUR BUSINESS MIX



- Recruitment division is now at 77% Contracting : 23% Perm ratio which allows for sustained growth and resilience in variable economic conditions
- Workforce Services continues to grow in key sectors with 99% contracting revenue
- Managed Services and non-recruitment represent 28% of Gross Margin

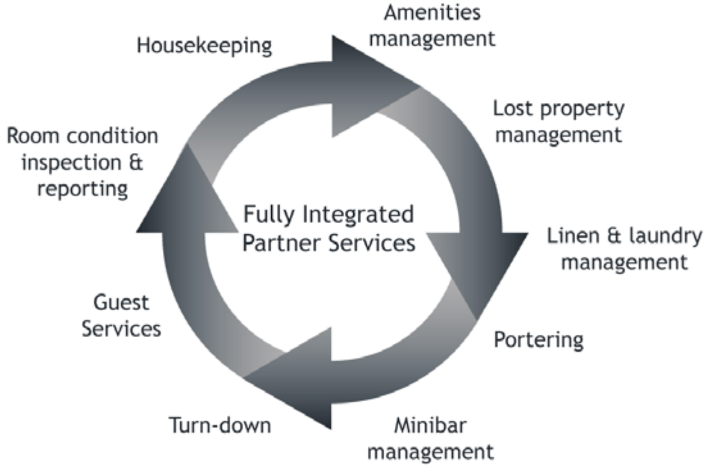
Contracting revenue has annuity characteristics. The supply contracts are typically long term (2-3 years). Contract labour is seen as a valuable asset within our customers' workforces.

ACQUISITION OF AHS HOSPITALITY

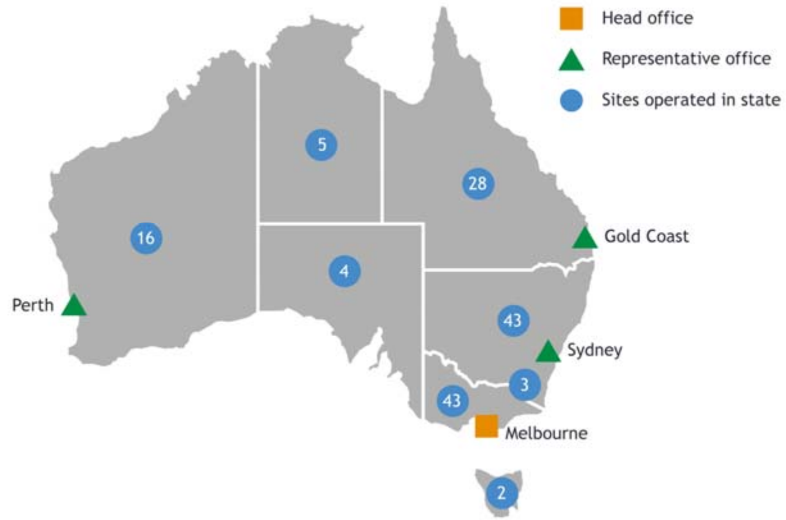
BUSINESS PROFILE

- Turnover > $120 million
- EBITDA of $8.0 - $9.0 million in FY2013
- Strong conversion of EBITDA to cash
- Over 4,000 employees
- Clients – 144 Hotels, 15 chains
- Services every one of the Top 10 hotel chains in Australia
- Long term contracts

Services - Core is outsourced housekeeping services

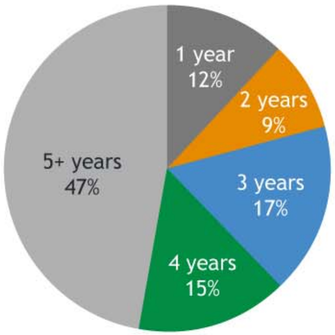


Geographic Profile
Total: 144 Hotels

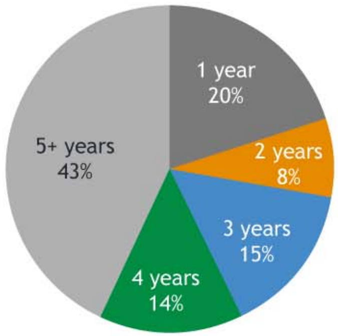


AHS BUSINESS PROFILE

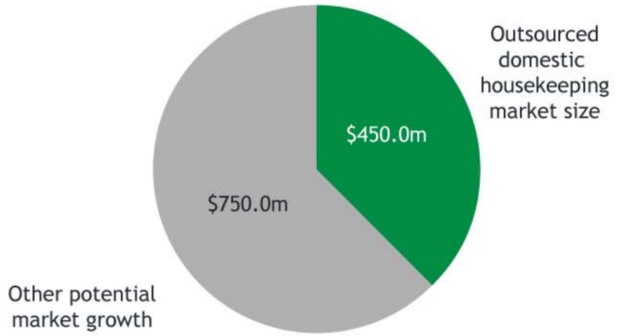
Duration of relationship by Revenue



Duration of relationship by Hotel



Domestic housekeeping market size Total $1.2billion



Growth Opportunities

- In-house operations represent 62% of the addressable market. Opportunity to grow further into this market
- International customers have requested AHS services in other markets
- Adjacent sectors
- Cross sell of CMG products to AHS customers

INCREASED ORGANIC GROWTH THROUGH CROSS SELL AND NEW TENDER WINS

- Growth in cross sell across major clients
- Pipeline strong – 36 wins and 20 renewals in the past six months (1 loss)

Penetration of top 18 customers by division

INTERNATIONAL FOOTPRINT

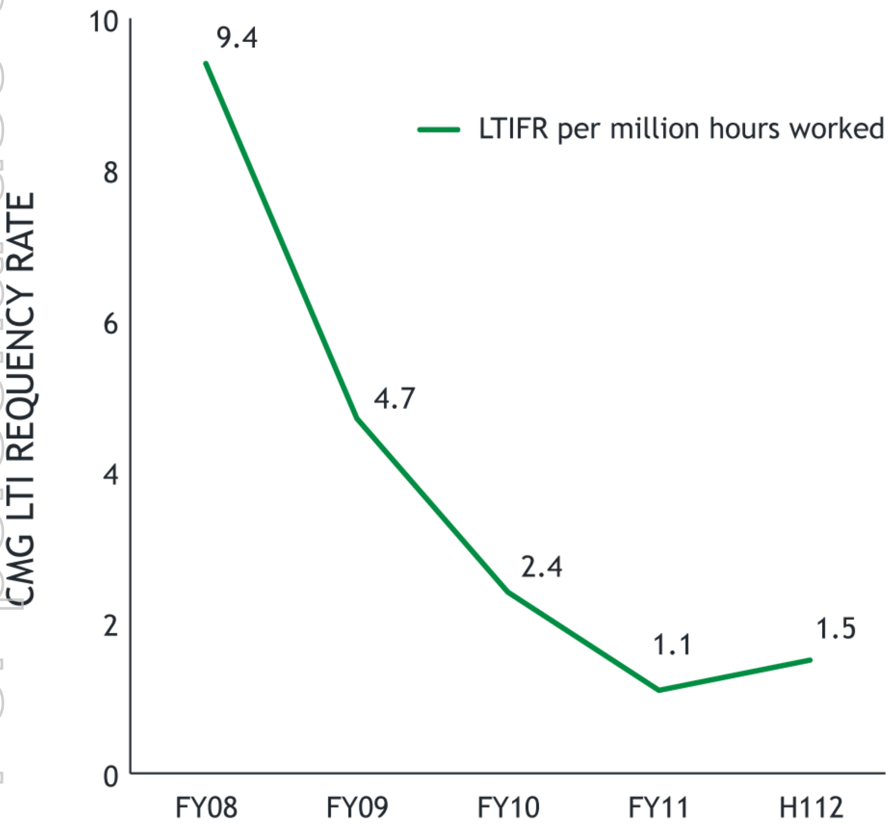
Hong Kong / Singapore
- Integration complete
- Focus on key sectors

New Zealand
- On track in tough economy

UK/Ireland
- On track despite difficult market conditions

Indonesia
- Strong pipeline of new tenders
- Growth in new sectors

SAFETY. SAFETY. SAFETY.



- Chandler Macleod's OH&S management is a clear differentiator for our business
- LTIFR rose across the group due to the inclusion of RHD. Steps in place to reinforce the CMG safety culture across the RHD business
- Current trend lines are seeing injury rates coming down across the group

FINANCIAL RESULTS

For the 6 months ended 31 December 2011

WE HAVE DELIVERED ANOTHER RECORD RESULT DESPITE SUBDUED TRADING CONDITIONS

Overview

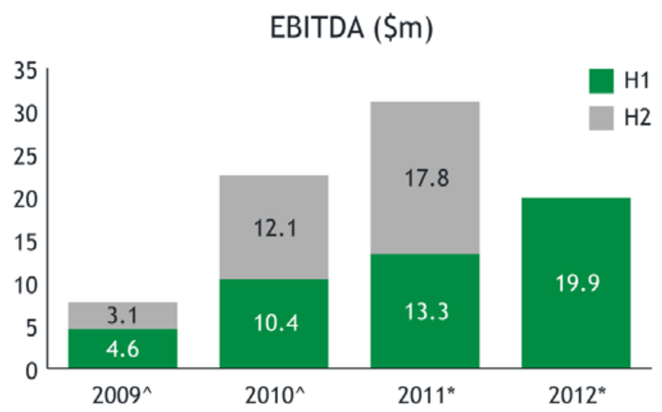
- Excellent profit outcome and strong dividend increase
- Excellent performance from non-recruitment businesses such as Aurion and Consulting
- Low business confidence reduced demand for permanent recruitment
- Good cashflow and strong balance sheet at 31 December 2011

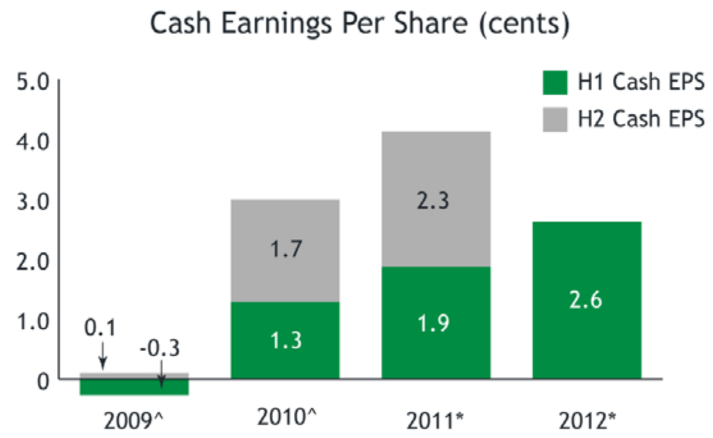
Financial Highlights

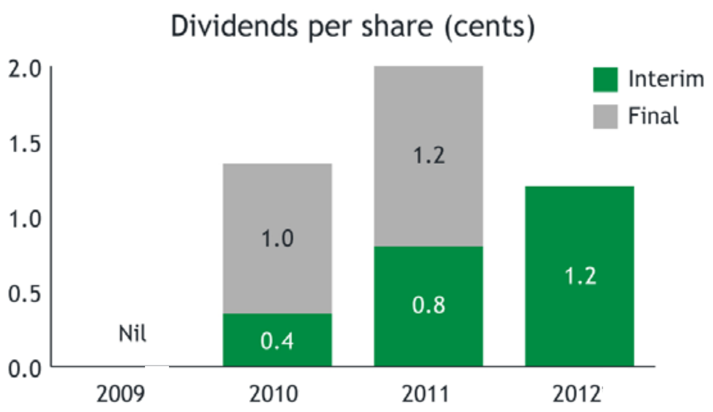
- Headline revenue up 55% (underlying revenue up 11%)
- EBITDA* of $19.9m (up 50%)
- Profit After Tax* for the period $8.5m (up 39%)
- Cash EPS* of 2.62 cents per share (up 40%)
- Interim dividend of 1.20 cents per share – fully franked (up 50%)
- Operating cash flow before interest of $11.8m, gearing at 30%

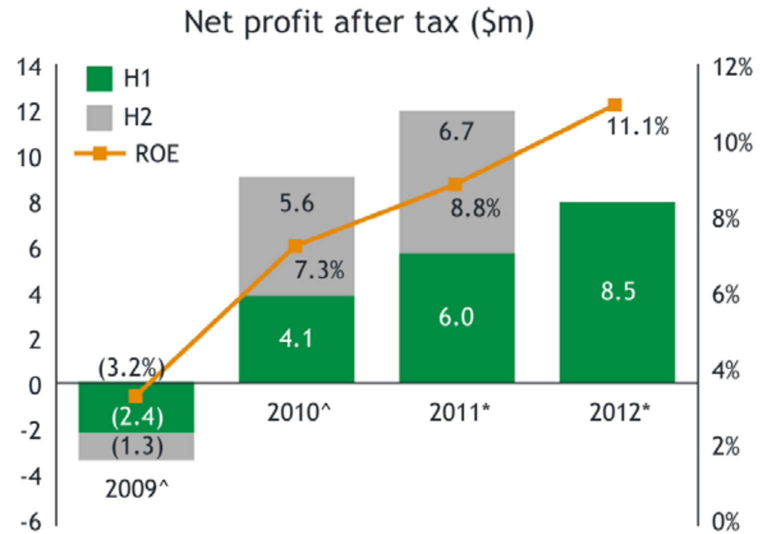
* Excluding M&A transaction costs

ON ALL METRICS WE HAVE ACHIEVED SIGNIFICANT IMPROVEMENT SINCE 2009









^ From continuing business * Underlying EBITDA excludes acquisition transaction costs (2011:$2.6m and 2012:$0.4m)

HALF YEAR COMPARISON

	1H 10^ $m	2H 10^ $m	1H 11 $m	2H 11 $m	1H 12 $m	1H 12 vs 1H 11 %
REVENUE	404.7	412.4	498.0	670.5	771.4	55%
EXPENSES	(48.7)	(49.4)	(56.0)	(81.3)	(84.9)	52%
UNDERLYING EBITDA*	10.4	12.1	13.3	17.8	19.9	50%
REPORTED EBITDA	10.4	12.4	12.1	16.5	19.6	62%
UNDERLYING NPAT **	4.1	5.6	6.1	6.7	8.5	39%
REPORTED NPAT	4.1	5.6	5.3	6.0	8.2	55%
UNDERLYING CASH EPS (cps)	1.28	1.71	1.87	2.26	2.62	40%
REPORTED CASH EPS (cps)	1.28	1.71	1.67	2.10	2.55	53%
DIVIDEND PER SHARE	0.35	1.00	0.80	1.20	1.20	50%

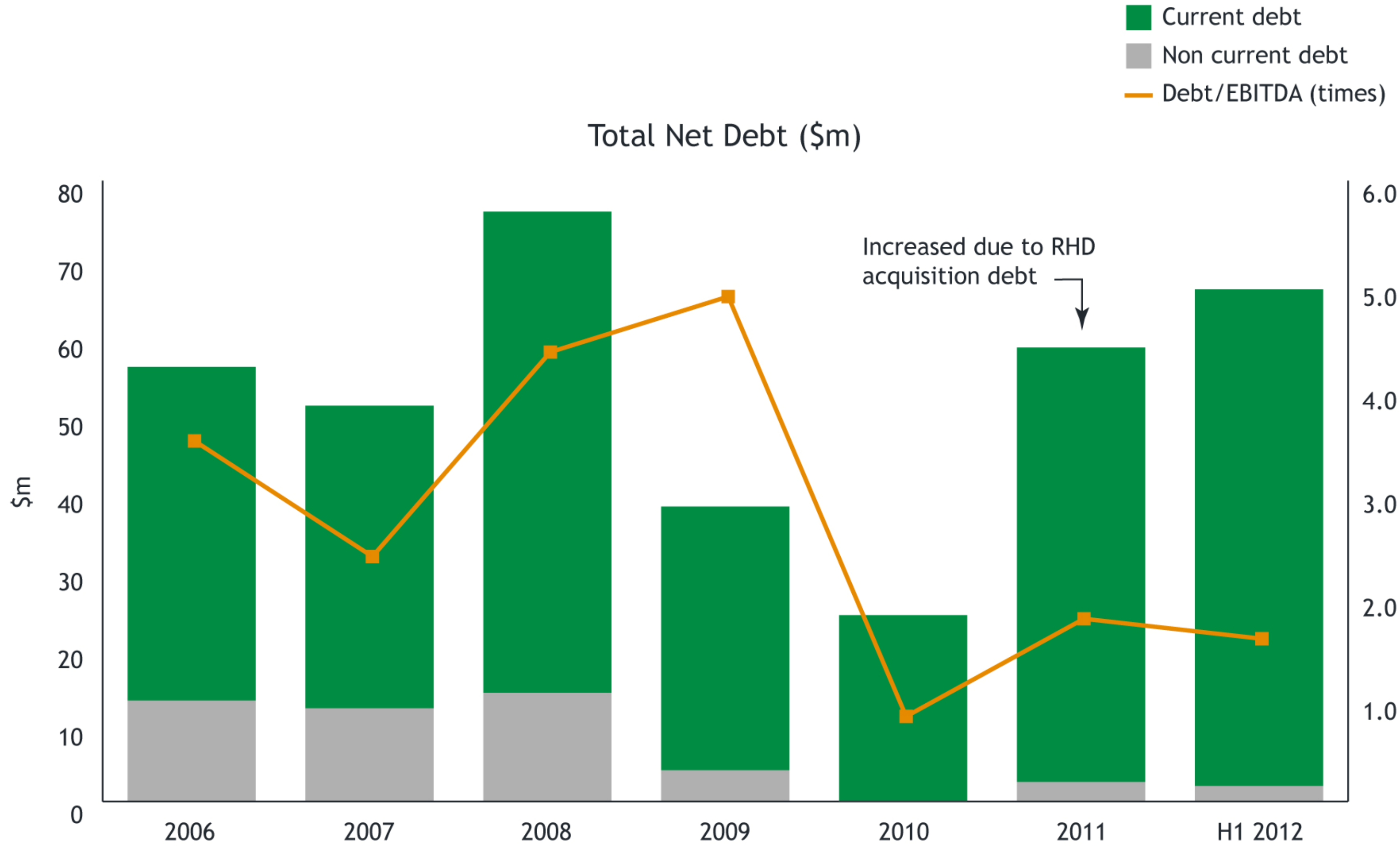
^ From continued business
* Underlying EBITDA excludes acquisition transaction costs
** Underlying NPAT excludes acquisition transaction cost and one-off tax credit

OUR BALANCE SHEET POSITIONED FOR FURTHER GROWTH

	31 Dec 11 $m	30 Jun 11 $m	31 Dec 10 $m
Trade Receivables	118	115	135
Other current assets	14	17	11
Intangibles and goodwill	151	151	152
Other non-current assets	30	23	19
Total Assets	**313**	**306**	**317**
RHD acquisition finance	42	42	-
Current working capital debt (net of cash)	22	14	22
Non-current debt	2	2	6
Total Debt	**66**	**58**	**28**
Trade and other payables	68	76	70
RHD acquisition payable	-	-	60
Provisions and others	25	21	19
Total Liabilities	**159**	**155**	**177**
Net assets	**154**	**151**	**140**
Gearing (Debt/Net Assets + Debt)	30.0%	27.6%	16.7%
	H1 2012^	**FY2011**	**H1 2011^**
Interest Cover (Times)* (Underlying EBIT/interest cost**)	4.1	5.0	7.6
Net Debt/Underlying EBITDA*	1.7	1.9	1.1

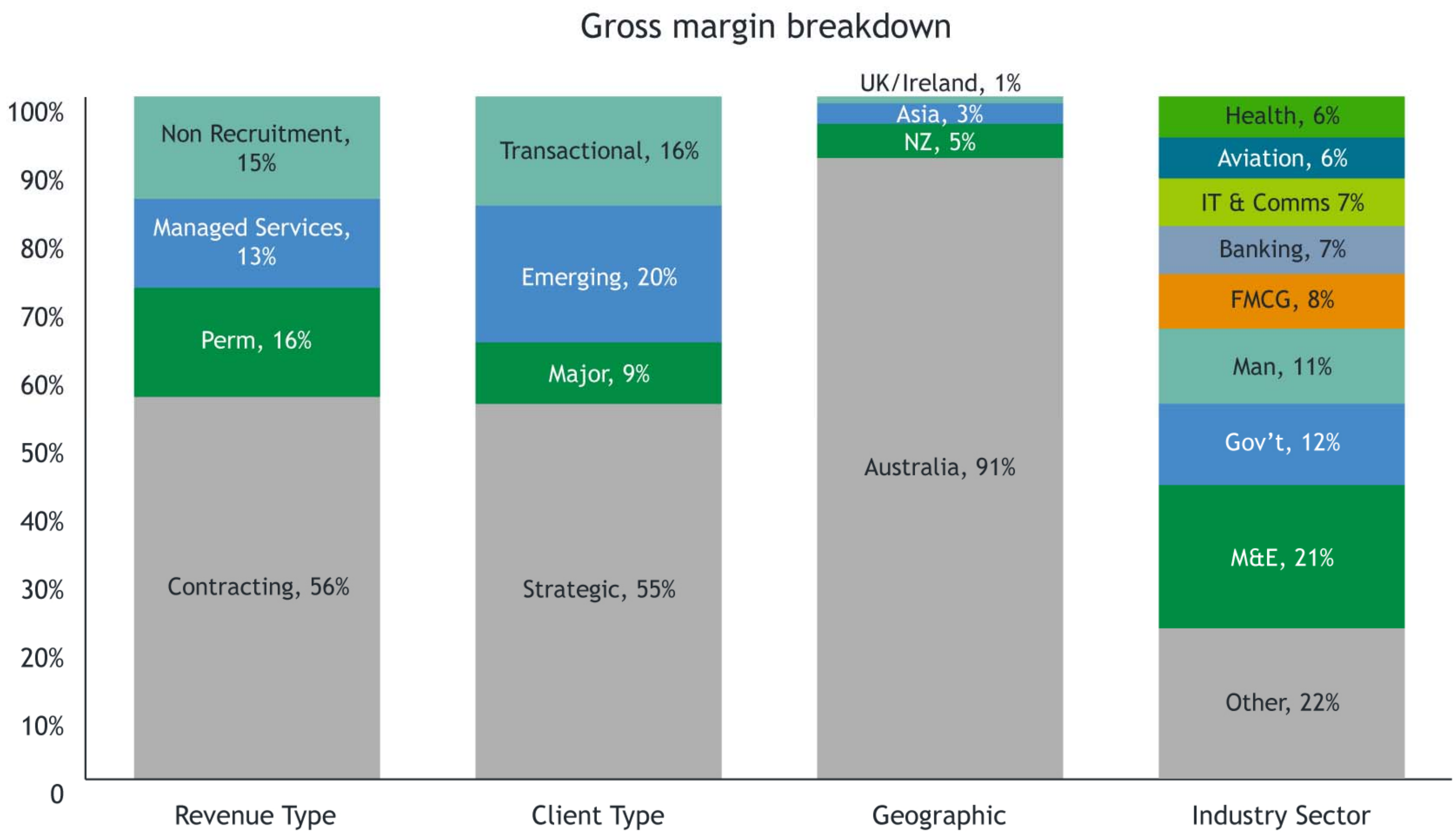
^ Annualised
* Based on continuing business
** Excludes non-cash interest

DEBT LEVELS REMAIN COMFORTABLE – CUSTOMERS MANAGED PAYMENTS CLOSELY AT THE YEAR END

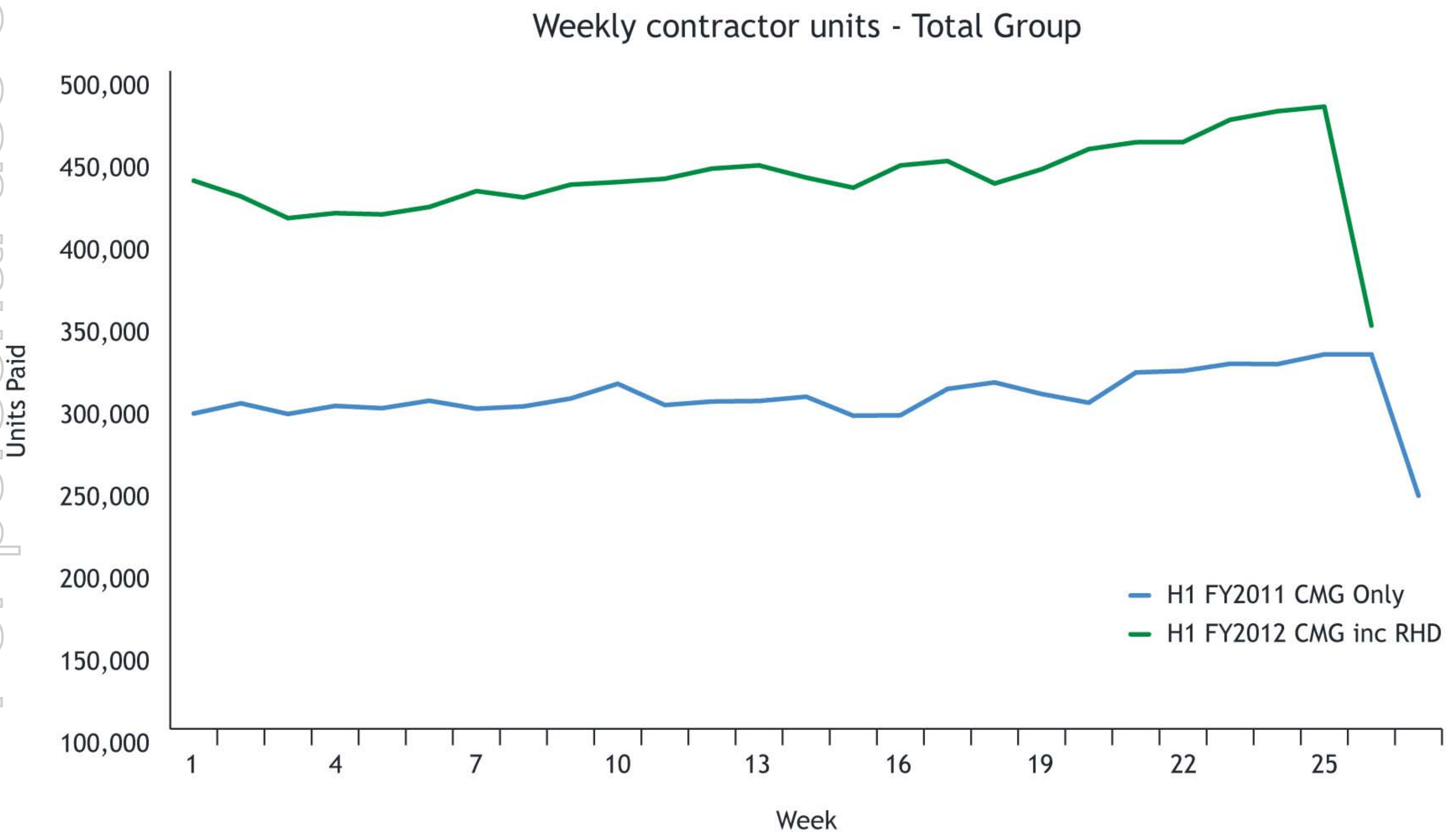


$35m cash collected in the first 5 days of January

WE HAVE A WELL BALANCED PORTFOLIO



TOTAL CONTRACTOR HOURS FINISHED THE HALF 13% HIGHER



PROFIT MARGINS REFLECT LOWER PERMANENT RECRUITMENT LEVELS AND SOME CHANGE IN BUSINESS MIX

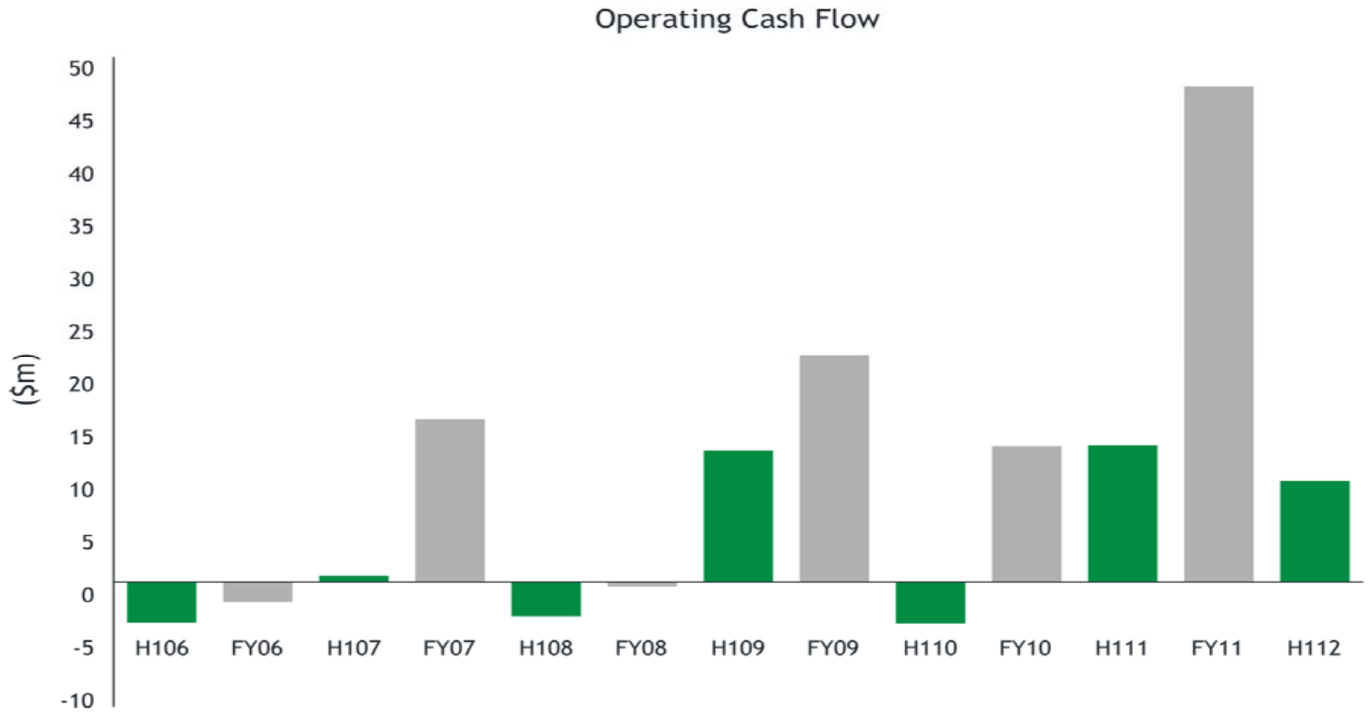
AS A % OF SALES	1H 2012	1H 2011^	Change
GROSS MARGIN	13.6%	13.9%	(2.2%)
UNDERLYING EBITDA MARGIN	2.6%	2.7%	(3.7%)
UNDERLYING NPAT MARGIN	1.1%	1.2%	(8.3%)

Profit margins impacted primarily by mix change:

- Impact on margins of competitive forces in some sectors
- Less demand from SME sector
- Deliberate decisions to increase volume with several long term contracts which naturally have lower margins. Still very profitable business
- Lower levels of perm revenue

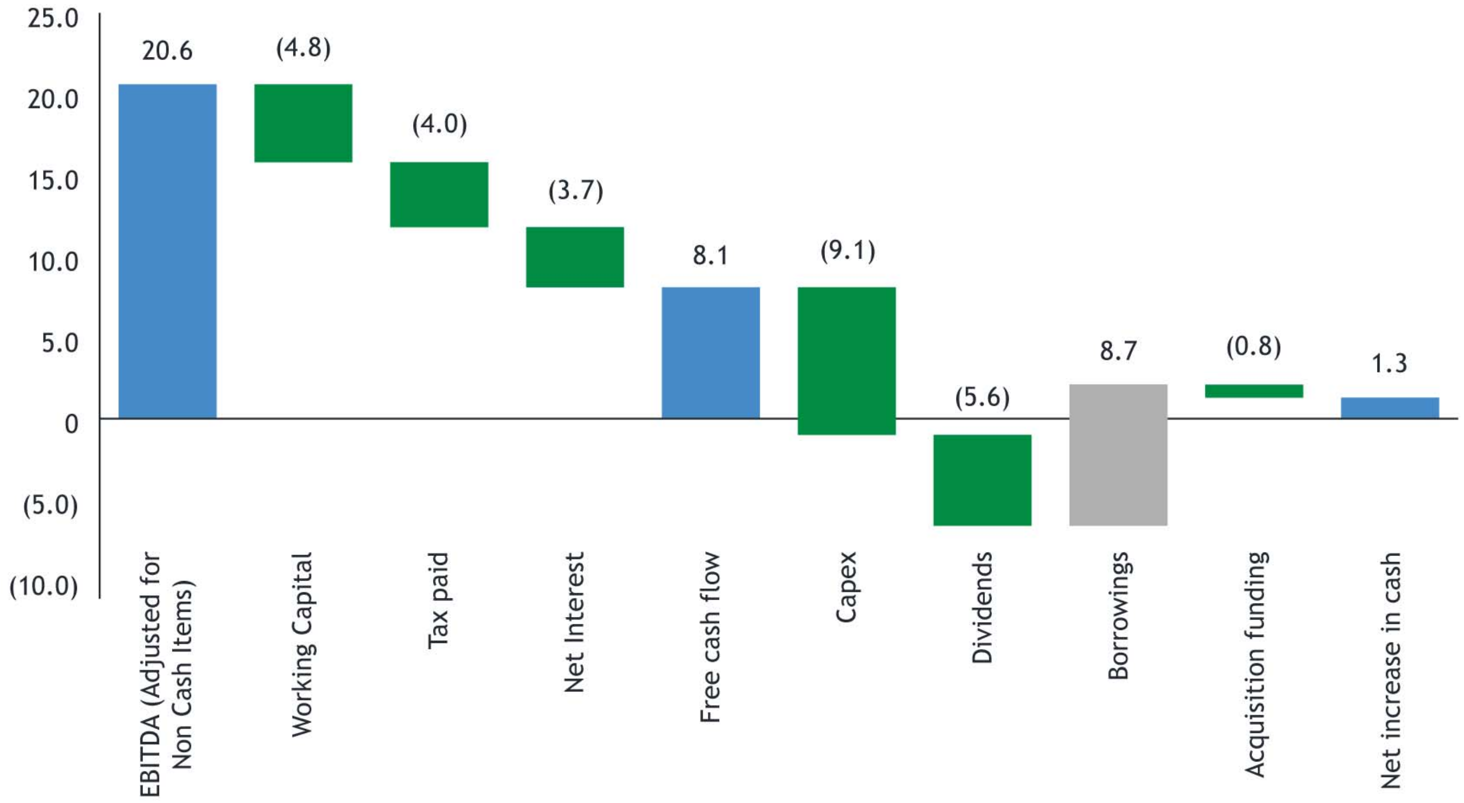
^ From continuing business

OUR OPERATING CASH FLOWS WERE IMPACTED BY CUSTOMER BEHAVIOUR



- First half cash flow impacted by deferred customer payments at year end
- $35m collected in the first 5 days of January

ONE-OFF CAPEX INVESTMENT INCREASED FUNDING REQUIREMENT



- Capex higher due to consolidation of premises and residual spend on new IT system. Second half Capex will return to normal levels

THE AHS ACQUISITION IS EPS ACCRETIVE

AHS by the numbers

- 4000 employees/144 hotels
- Revenue over $120m
- EBITDA contribution in 2013 forecast between $8.0m and $9.0m
- PBT contribution in 2013 forecast between $7.0m and $8.0m
- Cash EPS accretion in 2013 between 0.8 and 0.9 cents per share
- Purchase price of $31.5m (including $3.7m of potential future tax payments)
- No debt in AHS business at completion
- Acquisition funded by term debt

OUTLOOK FOR SECOND HALF 2012

- Good revenue momentum going into the second half. The January result was better than expected.
- The pipeline remains strong and we have the benefit of recent tender wins to be fully realised.
- Costs will continue to be rigorously managed in line with the unpredictable economic outlook.
- Projecting strong cashflow in the second half.
- Pressure on margins from some customer segments remains intense.
- Despite the continued economic uncertainty we expect our second half to result to exceed the first half outcome.

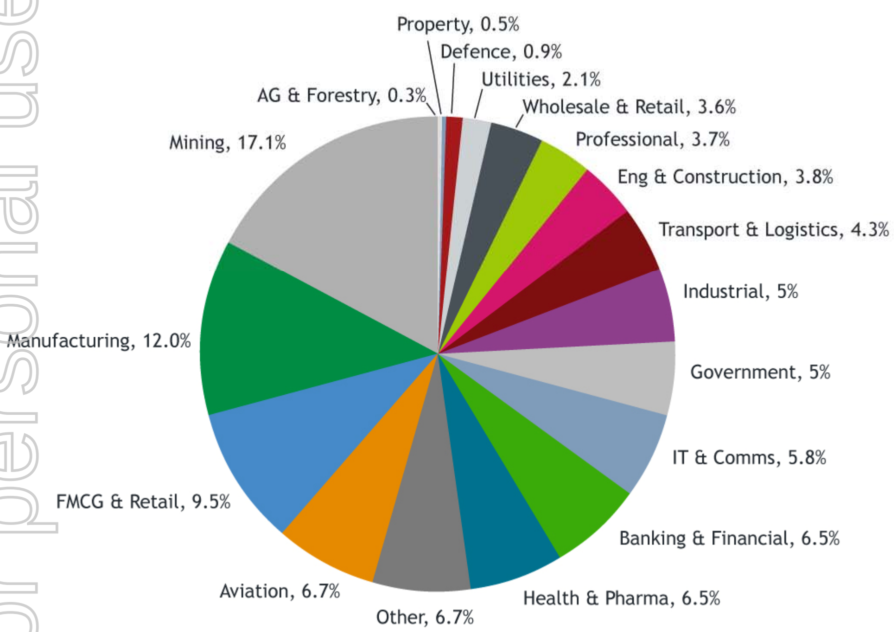
SEGMENT REPORTING

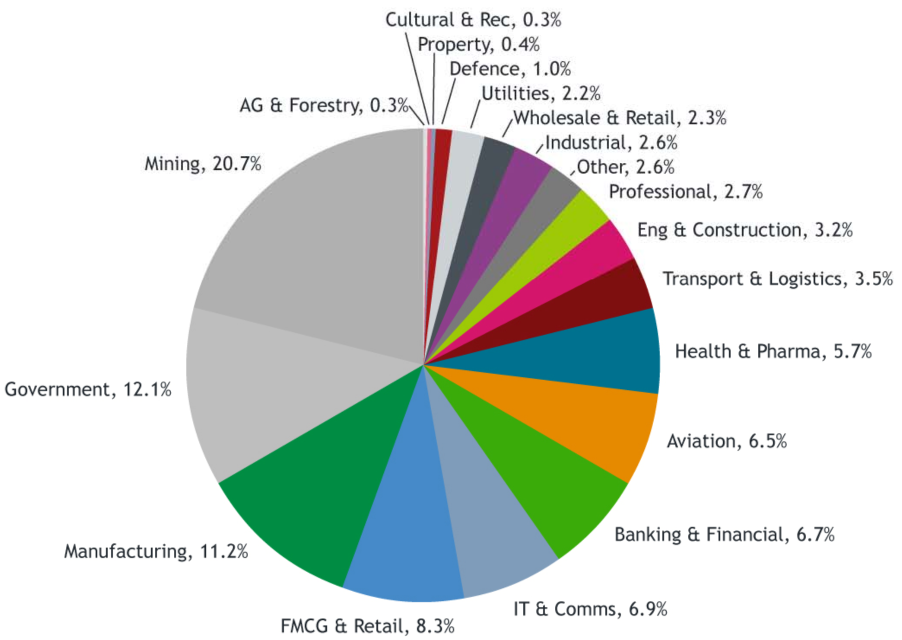
EBITDA* BY BUSINESS SEGMENT

- We are improving the business mix by reducing the reliance on perm revenue and increasing the focus on non-recruitment and managed services revenue

* Before overhead allocation

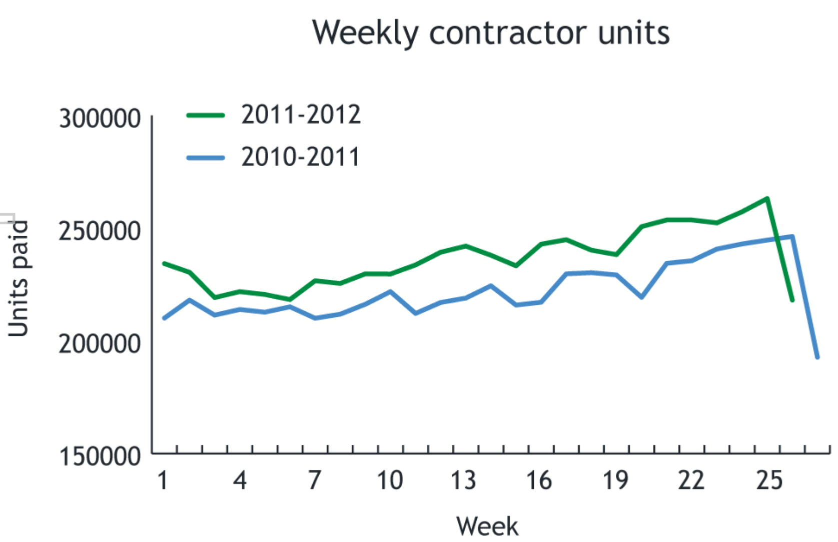
WE HAVE A WELL DIVERSIFIED CUSTOMER BASE COVERING MOST SECTORS OF THE ECONOMY





WORKFORCE SERVICES

	1H 2011	1H 2012	Change HOH
Revenue $m	251.1	276.0	10%
EBITDA before corporate overheads $m	8.7	10.8	24%
EBITDA margin before corporate allocations	3.5%	3.9%	11%



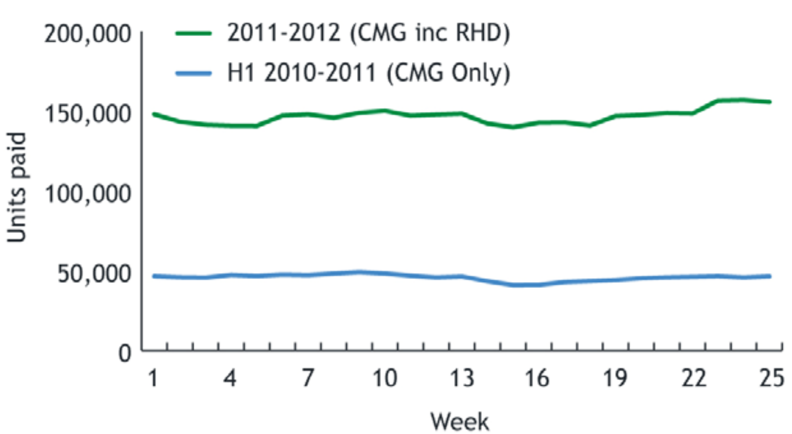
Highlights

- Continued strong growth in contractor hours particularly in the metropolitan business
- Strong focus on cost management during the half
- Revenue growth in Mining and Energy. Manufacturing and FMCG solid
- Margin pressure from some customers as they look for savings
- Growth is sector and geography specific – good growth in WA but lower growth in QLD and NSW

RECRUITMENT

	1H 2011	1H 2012	Change HOH
Revenue $m	173.1	374.6	116%
EBITDA before corporate overheads $m	8.2	13.5	65%
EBITDA before corporate allocations - margin	4.7%	3.6%	-23%
Contracting	67%	77%	
Permanent	33%	23%	

Weekly contractor units

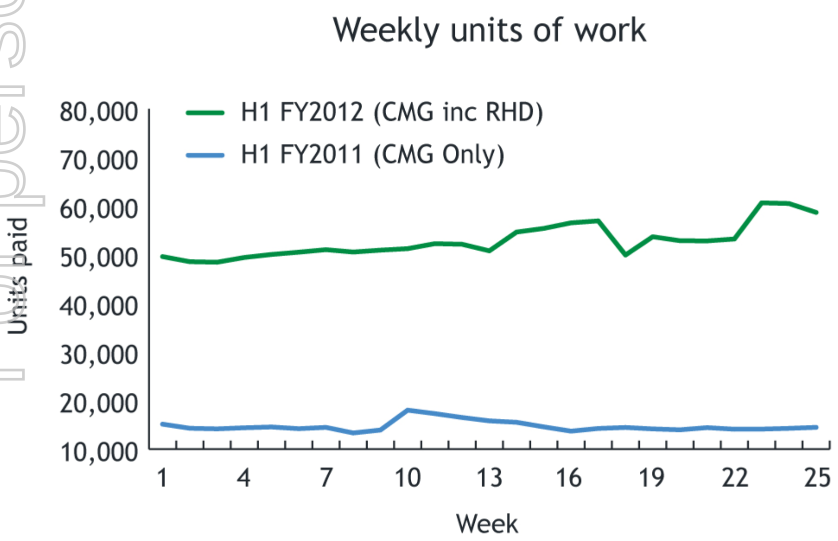


Highlights

- Larger result due to the inclusion of RHD and Asia/New Zealand
- Growth has been sector and geography specific – Mining & Energy, Infrastructure, Govt, Telco and IT
- Reduction in demand for permanent recruitment has impacted EBITDA margins
- Rigorous cost control measures compensated for the drop in perm revenue

MANAGED SERVICES

	1H 2011	1H 2012	Change HOH
Revenue $m	63.2	100.8	59%
EBITDA before corporate overheads $m	2.7	7.4	174%
EBITDA before corporate allocations - margin	4.3%	7.3%	70%



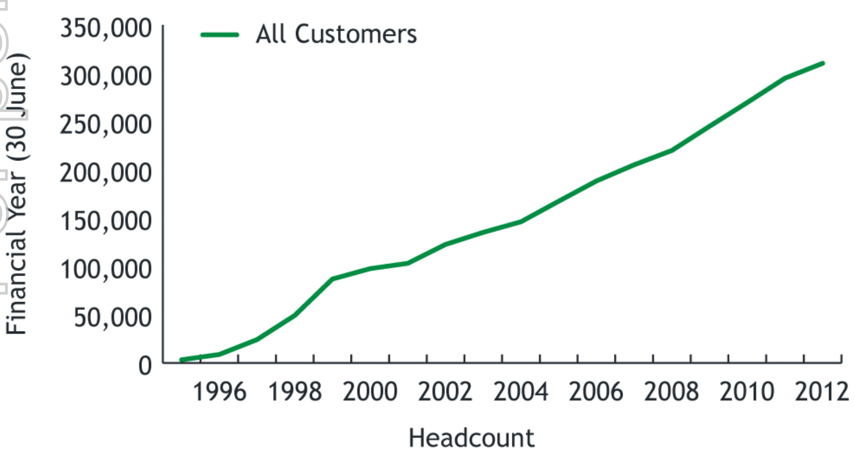
Highlights

- Includes Aviation and Health contracts as well as the RHD Managed Services business
- Stable portfolio of clients delivering long term sustainable returns
- Level of units worked showing consistent growth
- Increase in EBITDA margin due to the addition of RHD Managed Services contracts
- Expanding Managed Services offering into Asia

NON RECRUITMENT

	1H 2011	1H 2012	Change HOH
Revenue $m	10.5	20.1	91%
EBITDA before corporate overheads $m	0.4	3.8	850%
EBITDA before corporate allocations - margin	3.8%	18.9%	397%

Number paid using Aurion



Highlights

- Comprises the Consulting and Aurion businesses
- Consulting result driven by growth in assessment and organisational development revenue and the impact of delivery initiatives
- Growing momentum in Aurion payroll business, significant new wins and good pipeline
- Expanding Consulting and Aurion offerings into the Pacific and Asia