



***PROGRAMMED***  
***Group***


# General Presentation and Investor Update



UBS Emerging Companies Conference

22 October 2009

# Important Notice & Disclaimer



The information contained in this presentation is for information purposes only and does not constitute an offer to issue or arrange to issue, securities or other financial products. The information contained in this presentation is not investment or financial product advice and is not intended to be used as the basis for making an investment decision. This presentation has been prepared without taking into account the investment objectives, financial situation or particular needs of any particular person.

No representation or warranty, express or implied, is made as to the fairness, accuracy, completeness or correctness of the information, opinions and conclusions contained in this presentation. To the maximum extent permitted by law, none of Programmed Maintenance Services Limited, its directors, employees or agents, nor any other person accepts any liability, including, without limitation, any liability arising out of fault or negligence, for any loss arising from the use of the information contained in this presentation. In particular, no representation or warranty, express or implied, is given as to the accuracy, completeness, likelihood of achievement or reasonableness of any forecasts, projections, prospects or returns contained in this presentation. Such forecasts, projections, prospects or returns are by their nature subject to significant uncertainties and contingencies.

Before making an investment decision, you should consider, with or without the assistance of a financial adviser, whether an investment is appropriate in light of your particular investment needs, objectives and financial circumstances. Past performance is no guarantee of future performance.

This presentation should be read in conjunction with the Announcements issued to the ASX since the 2009 Annual Report.

# Our Heritage



Norman Miles,  
Programmed Founder



Jon Whittle,  
Integrated Founder



Max Findlay,  
Programmed MD 1990 -  
2007



- PRG founded in 1951 by Norman Miles
- Max Findlay appointed CEO in 1990
- Integrated founded in 1991 by Jon Whittle
- PRG listed on the ASX on 1 October 1999
- Merger with Integrated 7 June 2007

10,000 + employees  
100 + offices  
\$1,200 + million revenue


# Our Vision



## Our Vision

To be the leading provider of  
staffing, maintenance and project services

# Our Competitive Advantages

- 
- ▲ Our ability to recruit, retain and deploy a large skilled workforce to support our customers operations...5000 permanent, 6000 casuals...30,000+ different people each year
  - ▲ Our many long-term contracts...more than 6000
  - ▲ Our diversity across industry sectors including the offshore oil and gas sector
  - ▲ Our wide operations network that serves and supports large and small customers alike...40+ Workforce branches / 50+ Property Services branches

# Our Structure



Property Services

Facility Management

Workforce

Marine Services

Engineering Services



People

Customers

ICT

Payroll

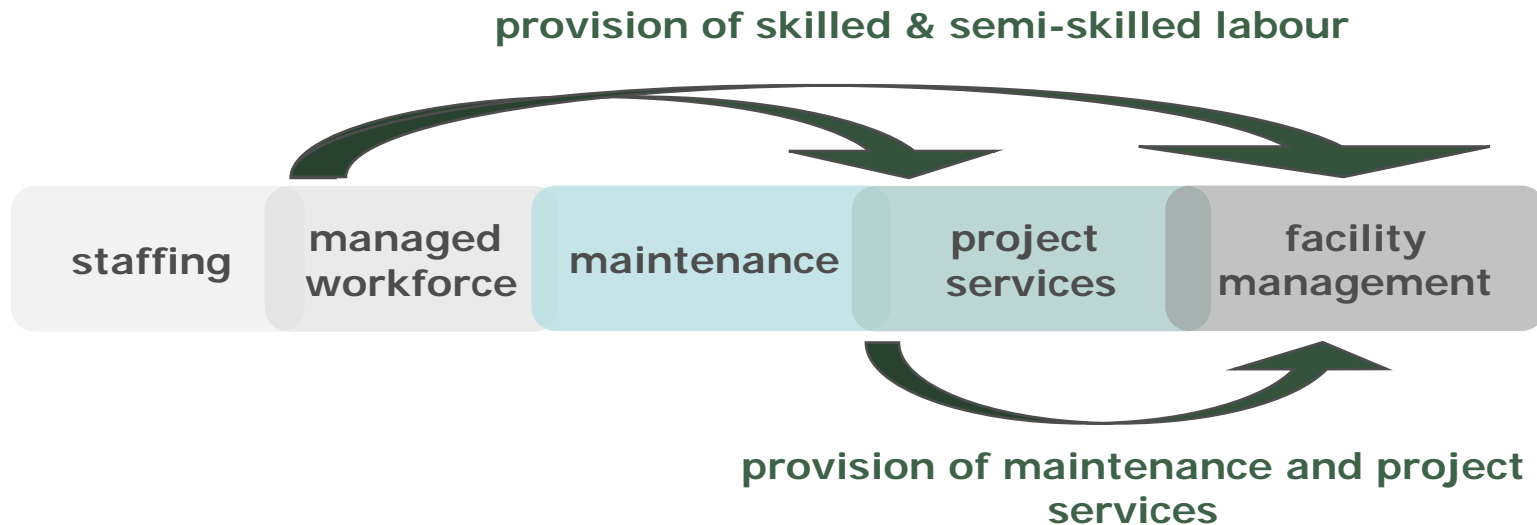
Insurance

Property

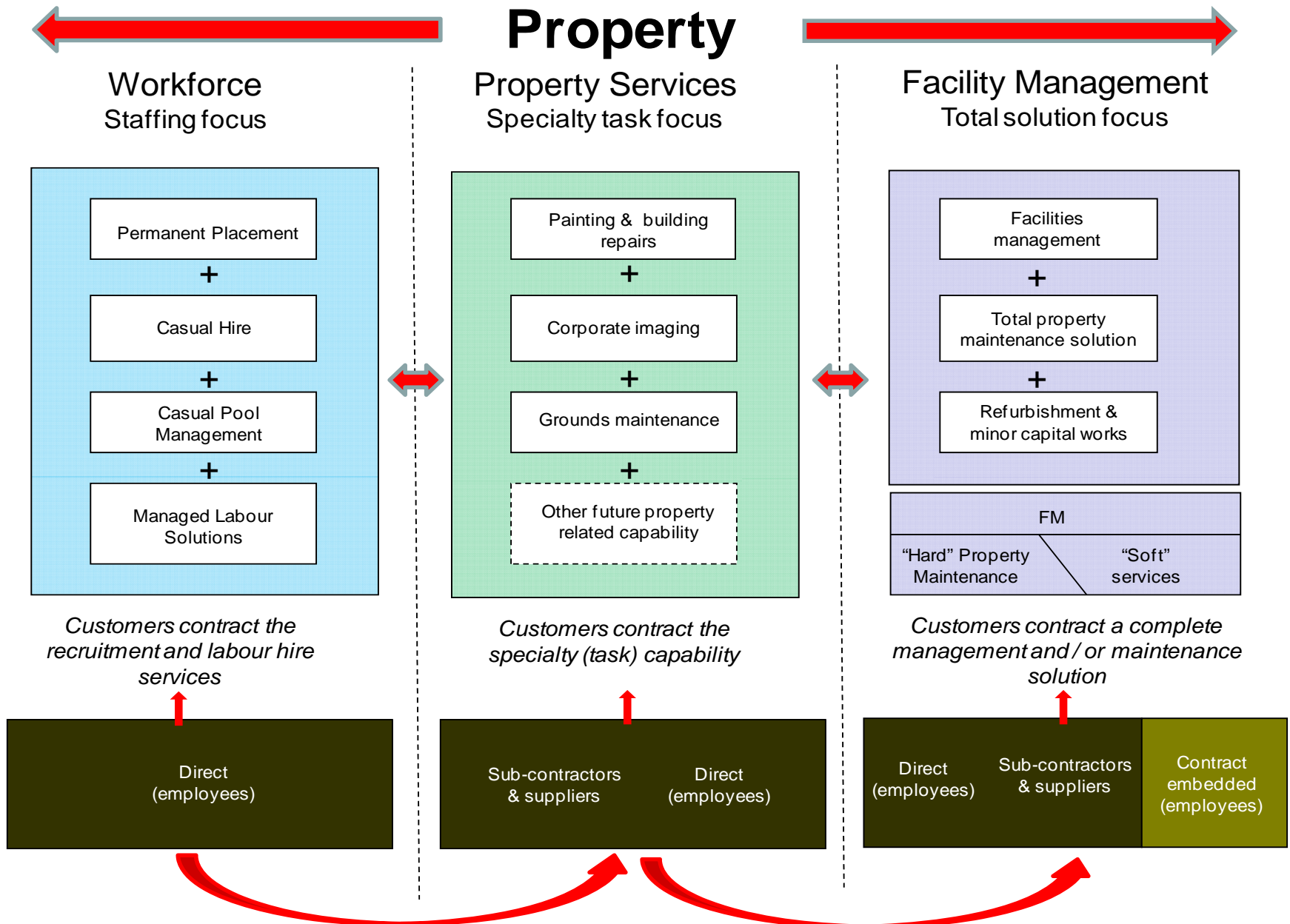


# Our Strategy

Our strategy is based around our ability to recruit, retain and deploy a skilled workforce

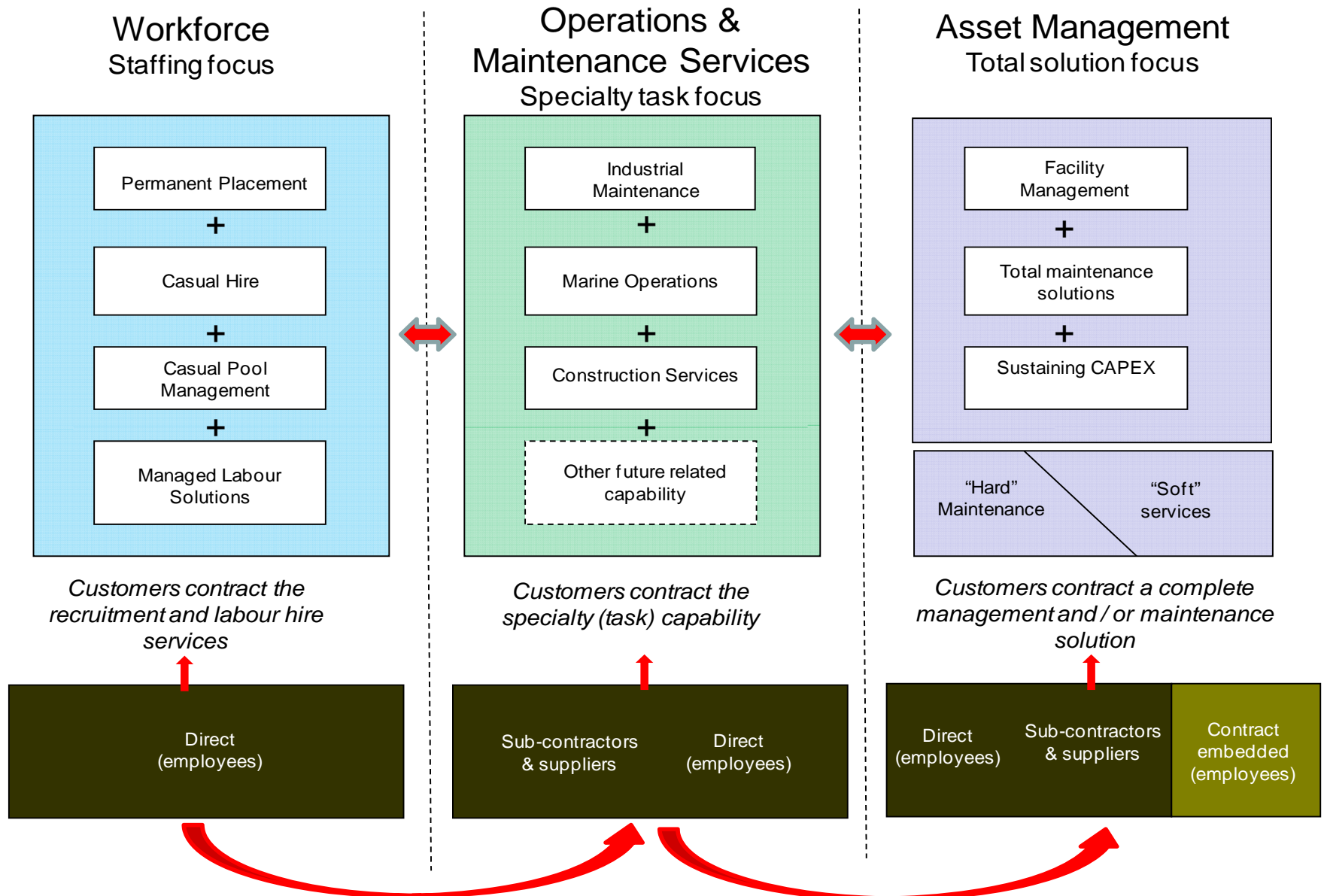


# Our Strategy



# Our Strategy

## Infrastructure & Resources




# First Half Update

Programmed is pleased to report that its operating performance for its first half (1 April 2009 to 30 September 2009) was in line with its budget and is forecast to be approximately \$27 to \$28 million EBITA based upon unaudited management results to end of September

- ▲ Compared to the very strong economic conditions in the same prior period<sup>1</sup>, the result was impacted by the slowdown in the economy and resulting reduced demand for services in transport, industrial, commercial and mining sectors, in particular.
- ▲ The impacts were felt in the results for the Workforce, SWG and Property Services divisions, with improved results in Facility Management and Marine divisions.
- ▲ Further details with actual audited first half results are planned for release on 25<sup>th</sup> November 2009.

1. First Half FY09 (April 08 to Sept 08) result was EBITA \$32.7 million before Spotless defense costs of \$3.5 million and Barry Bros earnings of \$1.4 million.

# Outlook



The general level of activity of clients in many sectors including infrastructure, resources and oil and gas has increased in the past few months. However, much of the potential work for Programmed relates to the time period post completion of our FY10 year (ending March 2010).

Our Facility Management, Marine and SWG divisions are all tendering significant opportunities presently in these sectors for work in future years.

Current trading continues with results to date in line overall with our second half operating performance last year<sup>1</sup>. Key influences impacting our final FY10 result include:

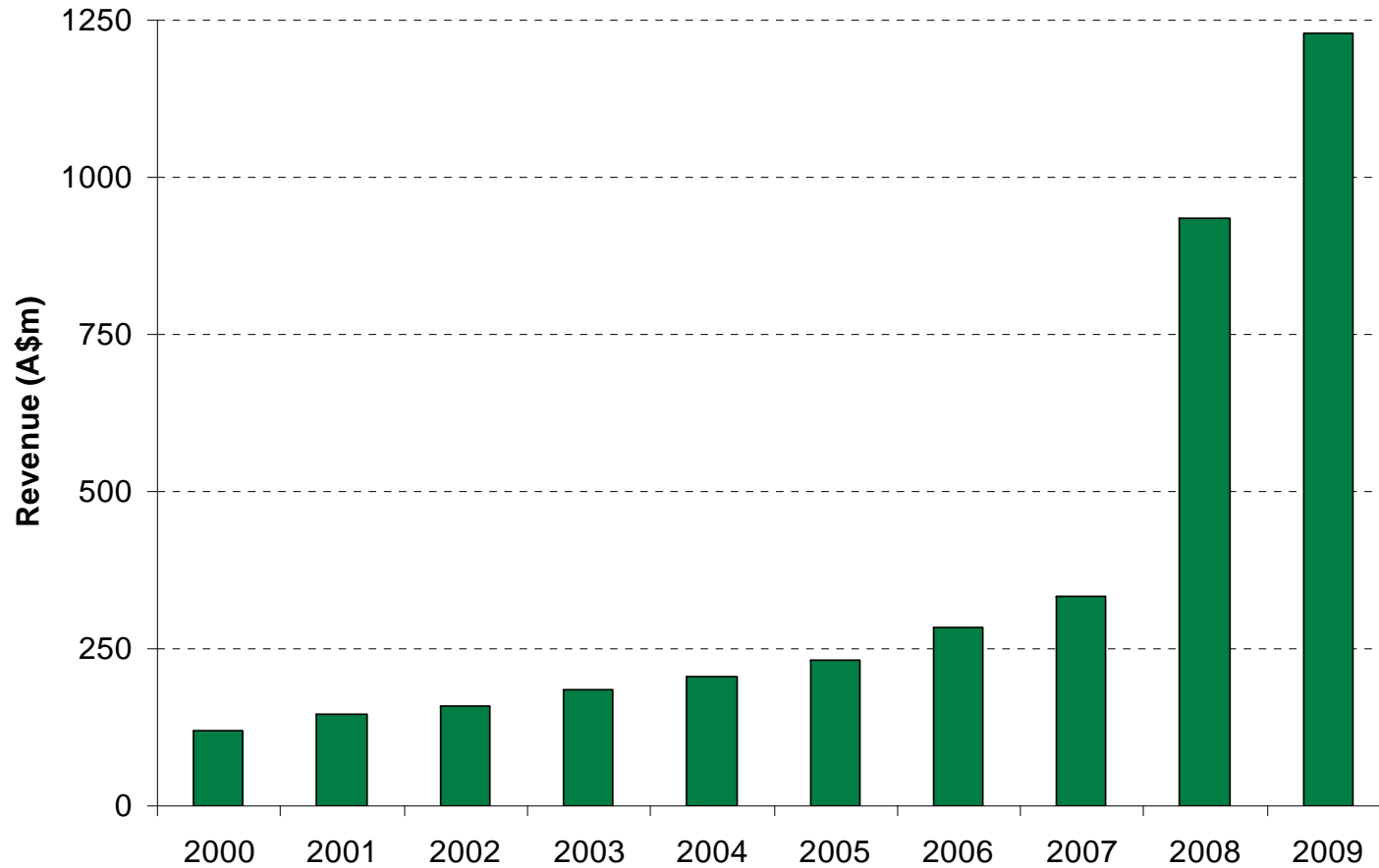
- a) retail trading conditions this Christmas period which impact our Workforce results and;
- b) the level of work won and executed within the period by SWG and;
- c) the degree of discretionary maintenance expenditures associated with commercial / retail customers in Australia, New Zealand and UK.

1. Second Half FY09 (Oct 08 to Mar 09) result was EBITA \$36.1 million before restructuring costs of \$3.4 million.

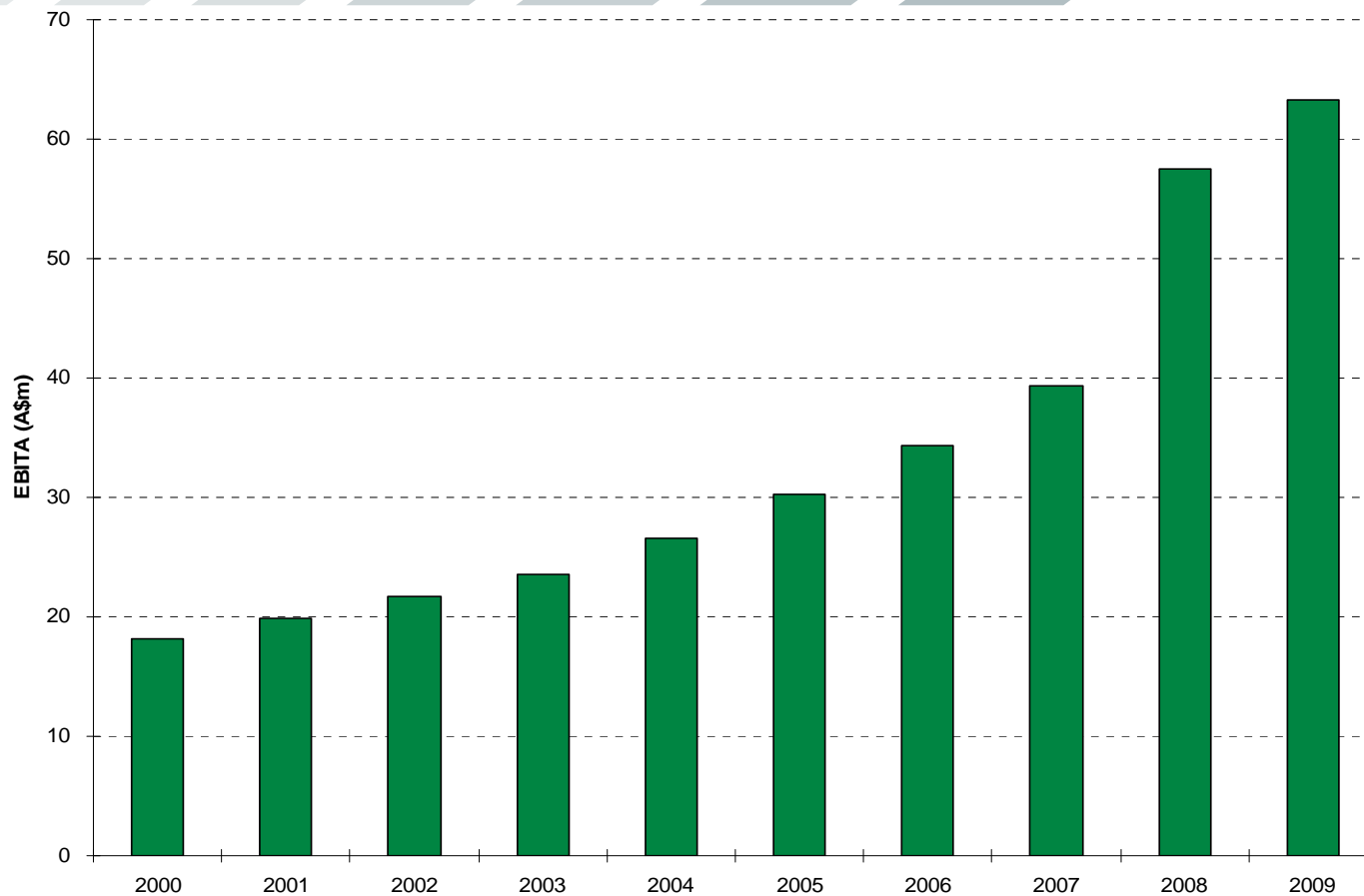


# APPENDIX

# Revenue – 10 years



# EBITA – 10 years



# Group Results

	Year Ended 31 March 2009 <sup>1</sup> \$m	Year Ended 31 March 2008 <sup>2</sup> \$m	% change
<b>Revenue</b>	<b>1,229.5</b>	<b>933.8</b>	<b>32%</b>
EBITDA (before SPT & restructuring costs)	84.0	72.6	16%
Depreciation	(13.8)	(15.1)	(9%)
<b>EBITA (before SPT &amp; restructuring costs)</b>	<b>70.2</b>	<b>57.5</b>	<b>22%</b>
Spotless defence costs	(3.5)	0.0	
Restructuring costs	(3.4)	0.0	
EBITA	63.3	57.5	10%
Amortisation	(3.7)	(3.1)	16%
EBIT	59.7	54.4	10%
Net Interest	(19.5)	(16.3)	20%
Profit before Tax	40.2	38.1	5%
Income Tax Expense <sup>3</sup>	(12.1)	(9.7)	25%
<b>Profit after Tax</b>	<b>28.1</b>	<b>28.4</b>	<b>(1%)</b>
Profit after Tax (pre amort'n)	31.7	31.6	1%
<b>Earnings per share pre amortisation (cents)</b>	<b>33.1</b>	<b>36.5</b>	<b>(9%)</b>
Weighted average shares on issue (millions)	96.0	86.5	11%

Note 1 FY09 results include 9 months' contribution from SWG and 3 months' contribution from Industrial Services (Barry Bros.).

Note 2 FY2008 results include 10 months' contribution from Workforce and Marine divisions.

Note 3 The income tax expense for 2008 includes a tax benefit of \$1.790m arising from the reduction in New Zealand corporate tax rate.

# Balance Sheet

	31 March 2009 \$m	31 March 2008 \$m	% change
Cash	38.2	4.2	807%
Trade and other receivables	157.5	180.5	(13%)
Contract recoverables & work in progress	212.0	198.1	7%
Property, plant & equipment	34.8	51.9	(33%)
Goodwill & other intangible assets	233.7	215.0	9%
Other assets	60.4	43.3	40%
<b>TOTAL ASSETS</b>	<b>736.6</b>	<b>693.0</b>	<b>6%</b>
Trade and other payables	130.3	122.1	7%
Borrowings	215.5	235.3	(8%)
Provisions & other liabilities	106.5	80.7	32%
<b>TOTAL LIABILITIES</b>	<b>452.2</b>	<b>438.1</b>	<b>3%</b>
<b>TOTAL EQUITY</b>	<b>284.4</b>	<b>254.8</b>	<b>12%</b>
Net Debt	177.2	231.1	(23%)
Net Debt / Equity	62%	91%	(31%)

# Divisional Revenue

	Year Ended 31 March 2009 <sup>1</sup> \$m	Year Ended 31 March 2008 <sup>2</sup> \$m	% change
<b>CONTINUING OPERATIONS</b>			
Property Services	295.1	267.1	10%
Facilities Management <sup>3</sup>	189.9	132.1	44%
Workforce	431.6	324.2	33%
<i>Full Year comparative</i>		395.8	9%
Marine	214.1	169.0	27%
<i>Full Year comparative</i>		205.2	4%
<b>Sub-Total Organic Growth</b>	1,130.6	892.3	27%
<i>Full Year comparative</i>		1,000.2	13%
Engineering Services	84.1	0.0	N/A
<b>Sub-Total Continuing Operations</b>	1,214.6	892.3	36%
<b>DISCONTINUED OPERATIONS</b>			
Industrial Services (Barry Bros.)	11.2	39.6	N/A
<b>OTHER REVENUE</b>	3.7	1.9	99%
<b>TOTAL CONSOLIDATED REVENUE</b>	<b>1,229.5</b>	<b>933.8</b>	<b>32%</b>

Note 1 The FY09 revenues include 9 months' contribution from SWG and 3 months' contribution from Barry Bros.

Note 2 The FY08 revenues include 10 months' contribution from Workforce and Marine divisions.

Note 3 The FY08 revenue for the Facilities Management division has been restated for the change in accounting policy for cost reimbursable contracts.

# Divisional EBITA

	Year Ended 31 March 2009 <sup>1</sup> \$m	Year Ended 31 March 2008 <sup>2</sup> \$m	% change
<b>CONTINUING OPERATIONS</b>			
Property Services	33.2	31.4	6%
Facilities Management	4.9	3.1	59%
Workforce	12.7	10.2	24%
<i>Full Year comparative</i>		12.3	3%
Marine	20.6	13.4	54%
<i>Full Year comparative</i>		15.8	30%
<b>Sub-Total Organic Growth</b>	71.4	58.1	23%
<i>Full Year comparative</i>		62.6	14%
<b>SWG</b>	4.3	0.0	N/A
Unallocated costs	(6.9)	(4.1)	69%
<b>Sub-Total Continuing Operations</b>	68.8	54.0	27%
<b>DISCONTINUED OPERATIONS</b>			
Industrial Services (Barry Bros.)	0.8	3.5	N/A
Unallocated	0.6	0.0	N/A
<b>TOTAL CONSOLIDATED EBITA</b>	<b>70.2</b>	<b>57.5</b>	<b>22%</b>

Note 1 The FY09 divisional results include 9 months' contribution from SWG and 3 months' contribution from Barry Bros, and exclude \$3.503m in Spotless defence costs & \$3.411m in restructuring costs.

Note 2 The FY08 divisional results include 10 months' contribution from Workforce and Marine divisions.

# Capital Management

## ▲ Bank debt extended to May 2012

- \$195m senior debt facility and \$15m separate working capital facility
- Secured basis (previous debt was unsecured)
- Debt amortisation of \$15m per year (quarterly from 1 October 2009)
- Interest = BBSY plus 3.1% margin (varies depending upon gearing ratio)
- Covenants
  - Interest Cover Ratio (>2.75x in FY10 and >3.0x in FY11 and FY12)
  - Gearing Ratio (<3.25 in FY10, <3.0 in FY11 and <2.75 in FY12)

## ▲ Targeted net debt/equity of 40% by 31 March 2011

- Dividends reduced to 30% payout ratio until 30 Sept. 2010
- Intention to increase payout ratio to 50% post 30 Sept. 2010
- Intention to maintain DRP until 30 Sept. 2010
- Sale of two Victorian properties – expected value of \$5m+
  - sale of Ricketts Road, Mt Waverley now completed