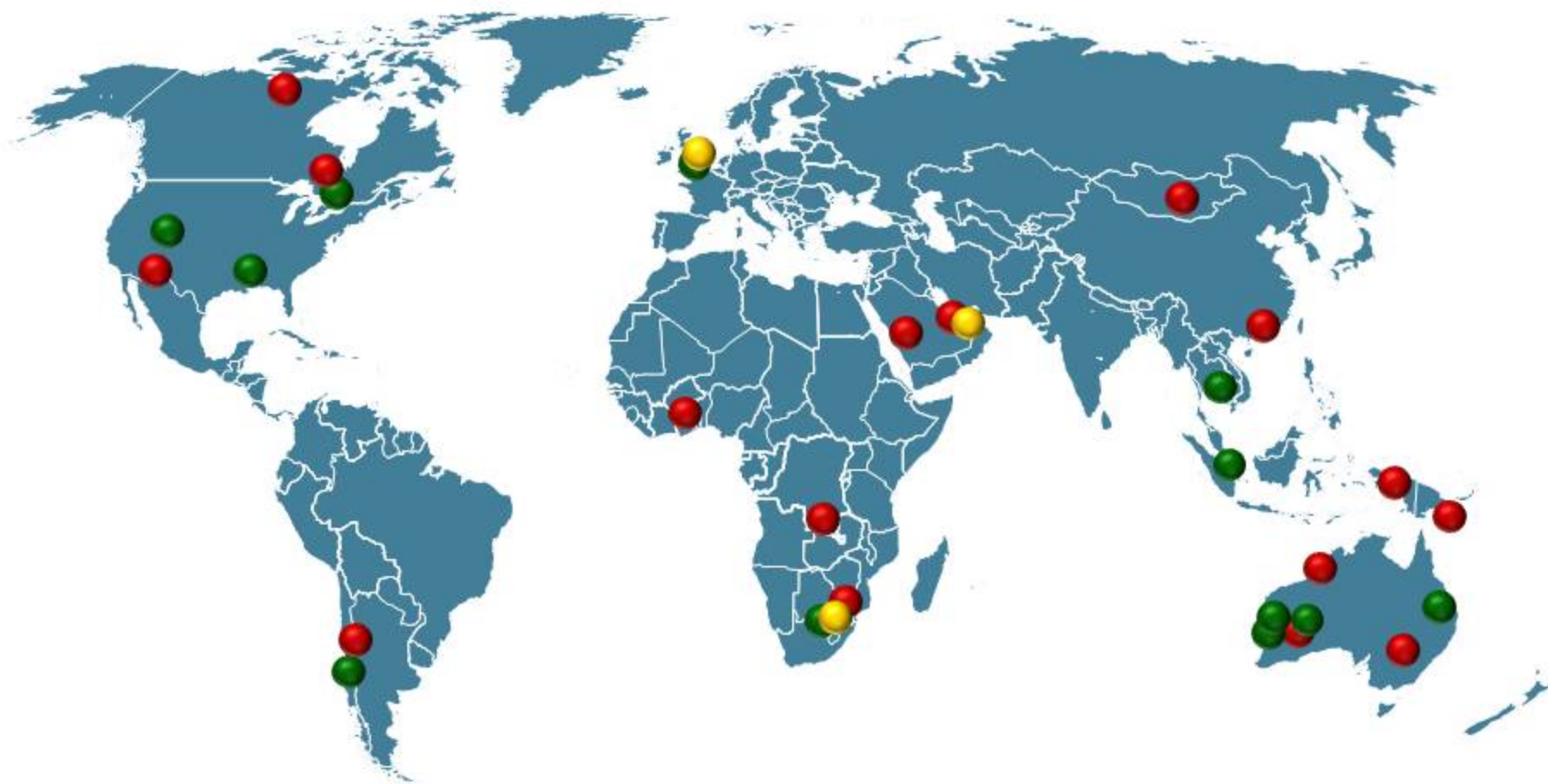


REPORT TO STAKEHOLDERS

FINANCIAL YEAR TO 30 JUNE 2010

SOUTH AFRICA'S LEADING CONSTRUCTION & ENGINEERING GROUP



 **Murray & Roberts Offices**

 **Clough & Cementation Offices**

 **Projects**





Murray & Roberts Offices



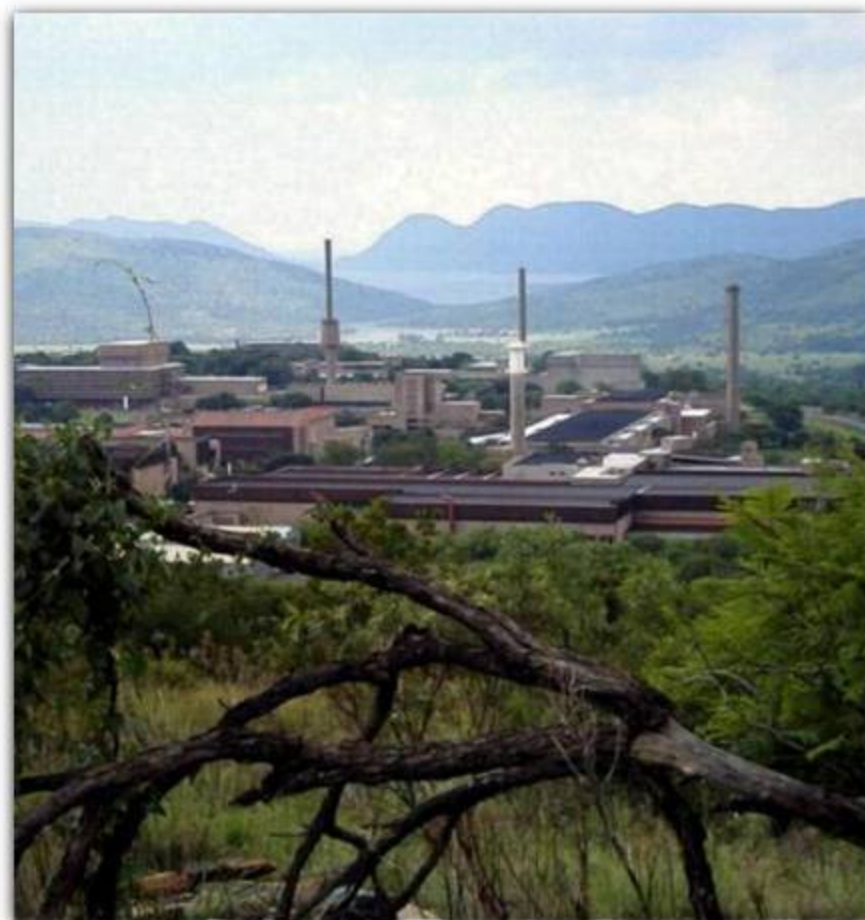
Clough & Cementation Offices



Projects



Fifty years ago on 17 June 1960 Roberts Construction signed a contract in the USA to design and build a uranium enrichment facility outside Pretoria, which included South Africa's first nuclear reactor (6,67 MWe). In modern terminology, this was an EPC (engineer, procure and construct) contract with Allis Chalmers subcontracted to provide the nuclear systems and Hall Longmore all piping and tanking. A government requirement to import and localise the systems' advanced technological capacity saw 90% of all procurement and 100% of all non-nuclear engineering performed in South Africa. The project was a resounding success and was delivered and commissioned within its five year schedule and budget.



"Murray & Roberts signed the [Carlton] contract at R39 million (2010: R3,5 billion) but the contract conditions made inadequate provision for escalation and eventually a substantial loss was incurred. However, much was learned from the contract. In Mr Skeen's words, "on such highly sophisticated intensely serviced modern complexes the method and structure of the management should be vastly different from what we had previously regarded as the normal way of doing things". Roberts Construction had been severely hampered by the fact that the USA Architect had never before handled such a large project in one phase and did not appreciate the need to issue their information so as to enable Murray & Roberts to build simultaneously and without breaks on all the major structures. Further, due to the building boom [in South Africa] Murray & Roberts was caught in the middle of a very severe period of cost and labour escalations, labour shortages and productivity drop-offs for which we received very little sympathy from the client."



Dubai International Airport



Gautrain Rapid Rail Link



Eskom Power Program



Dubai International Airport**Habtoor Murray & Roberts Takenaka Joint Venture (HMRT)**

Share of Joint Venture	40%	Project leader
Original Contract Value*	AED 3600 million	Fixed Rate Remeasurable
Original Contract Completion	2007 December	36 Months
Revised Contract Completion	2008 October	+ 28%
Revised Contract Value*	AED 5500 million	+ 57%

Final Account Settlement in Amicable Negotiation (Arbitration Pending)

* All figures approximate



Gautrain Rapid Rail Link**Bombardier Murray & Roberts Bouygues & SPG Consortium (Bombela)****Share of Joint Venture****45,0%****27,5%****25,0%****Civil Contractor****Operator & Maintainer****Concessionaire****Estimate Cost to Complete*****R 11 500 million****+ R 2 125 million****+ R 1 375 million****Original Price @ February 2002****Variations, Escalation & Risk****100% of R 619 million @ 45%****SUBTOTAL****R 15 000 million****+ 30%****Working Capital + Interest****+ Value of Claim****Program Time & Disruption****Final Account Settlement in terms of contract****Arbitration***** All figures approximate**

Eskom Power Program



Murray & Roberts Projects Genrec and Energy Fabrication (Consortium)

Project	Total Value*	Projects*	Genrec*	Energy Fab*
Medupi*	R 9 450 million	R 5 350	R 2 800	R 1 200
Kusile*	R 8 300 million	R 4 550	R 2 700	R 1 050
TOTAL*	R 17 750 million	R 9 900	R 5 500	R 2 250

Energy Fabrication

Genrec

Murray & Roberts Projects

Manufacture of Ducting

Detail Design & Fabrication of Structural Steel

Erection of Boiler House & Consortium Leader

Significant Delay in Access to Site and Receipt of Basic Engineering

Significant Disruption in Changes to Basic Engineering and Lack of Program Continuity

* All figures approximate



Project Timeline

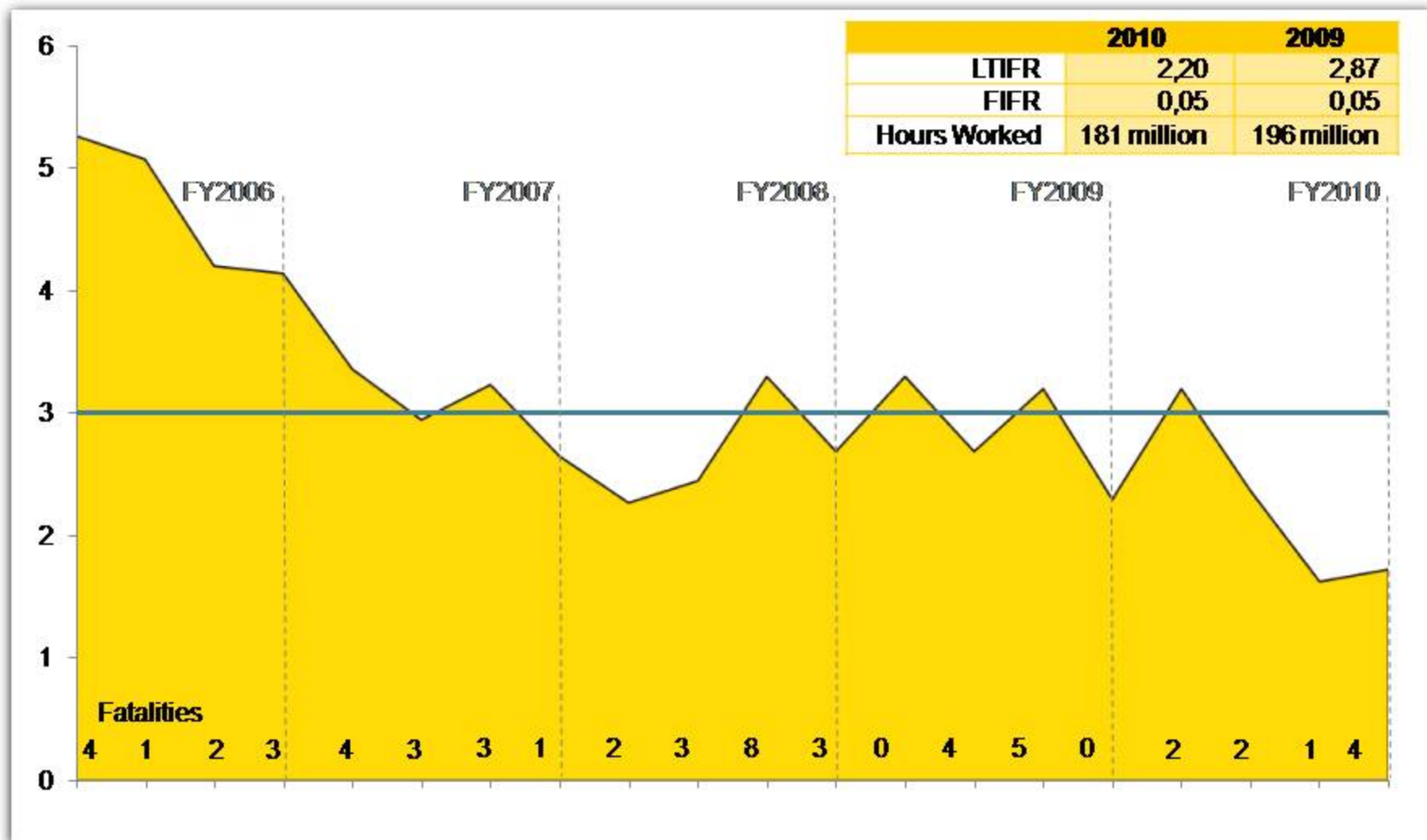
2000 February	Project announced
2001 June	Bombela Consortium formed
2002 April	Request for Qualification submitted
2002 May	Bombela announced as 1 of 2 Bidders
2003 September	Request for Proposal 1 submitted
2004 July	2010 FIFA World Cup South Africa announced
2005 April	Final Best and Final Offer submitted
2005 July	Bombela announced as Preferred Bidder
2006 September	Commercial Close and Commencement of Works
2007 January	Financial Closure
2010 June	Operational Commencement Date 1
2011 June	Operational Commencement Date 2
2026 September	End of Concession

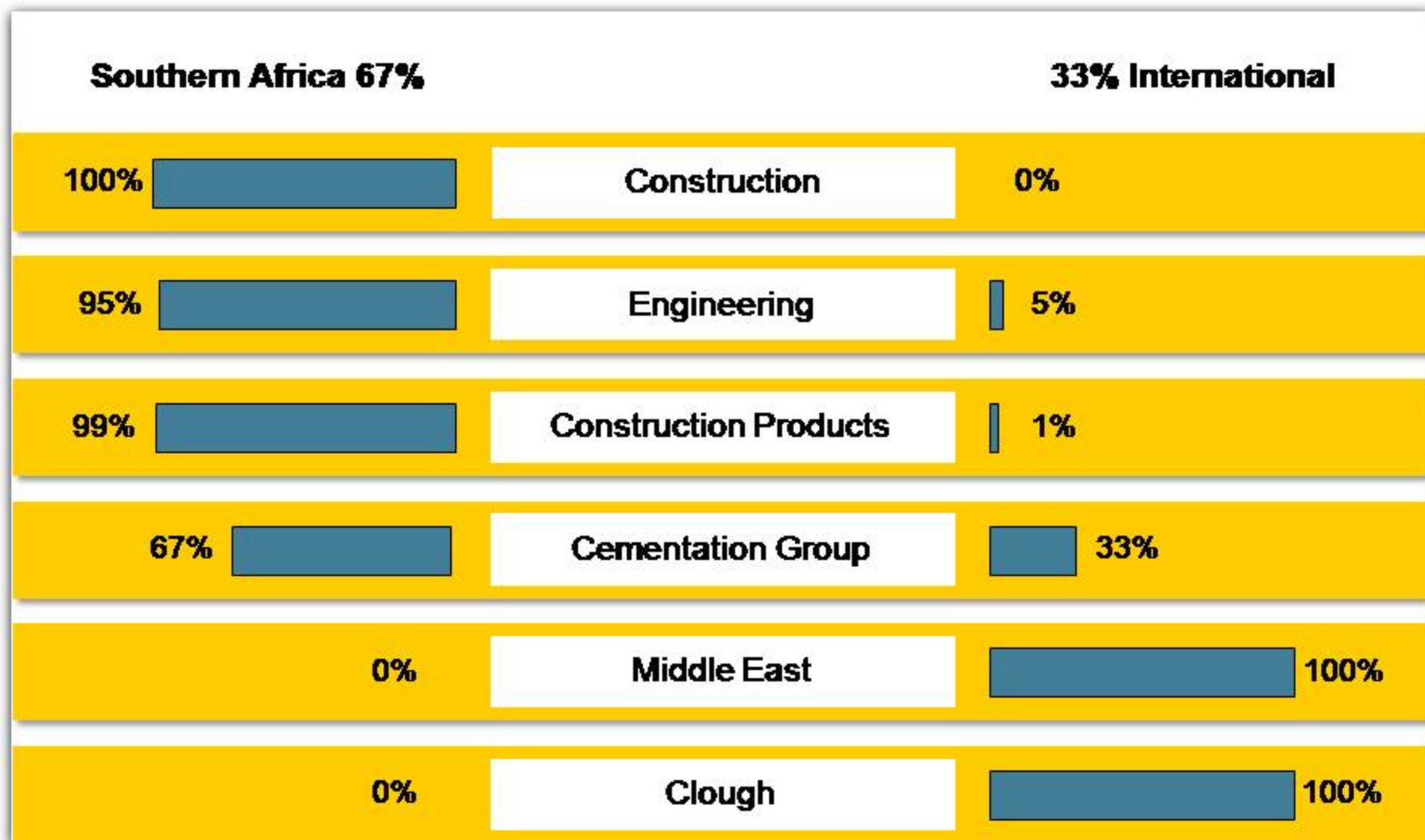


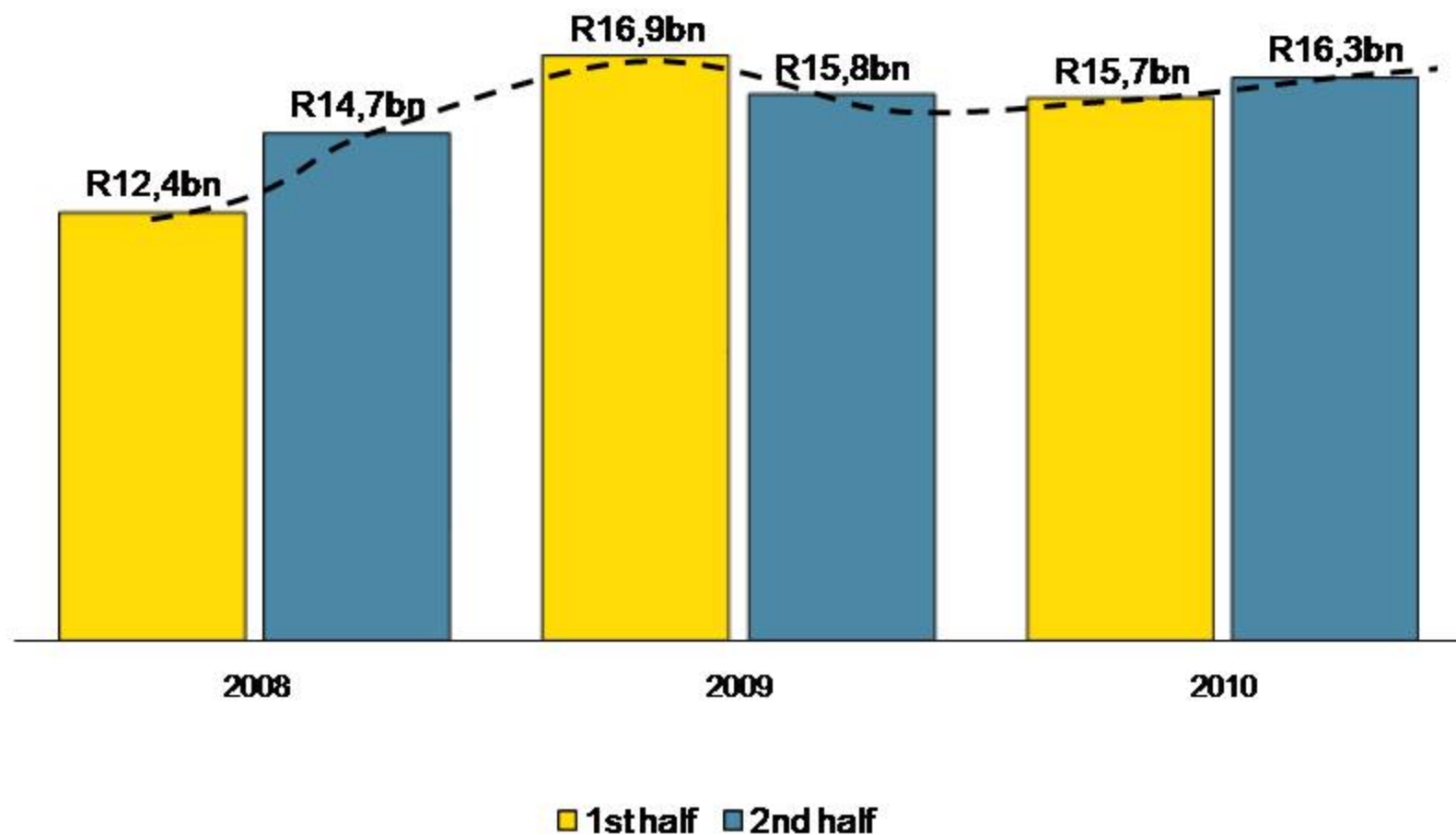
- 10 fatalities in 10 weeks
 - 8 Cementation RSA
 - 2 Construction SADC
- A safety tipping point
- Safety Stand Down
- DuPont Sustainable Solutions

**All injuries and
occupational illnesses
can be prevented**









Order book

R42 billion

+5%

Revenues

R32 billion

-2%

Operating profit

R1,8 billion

-36%

Diluted HEPS

340 cents

-50%



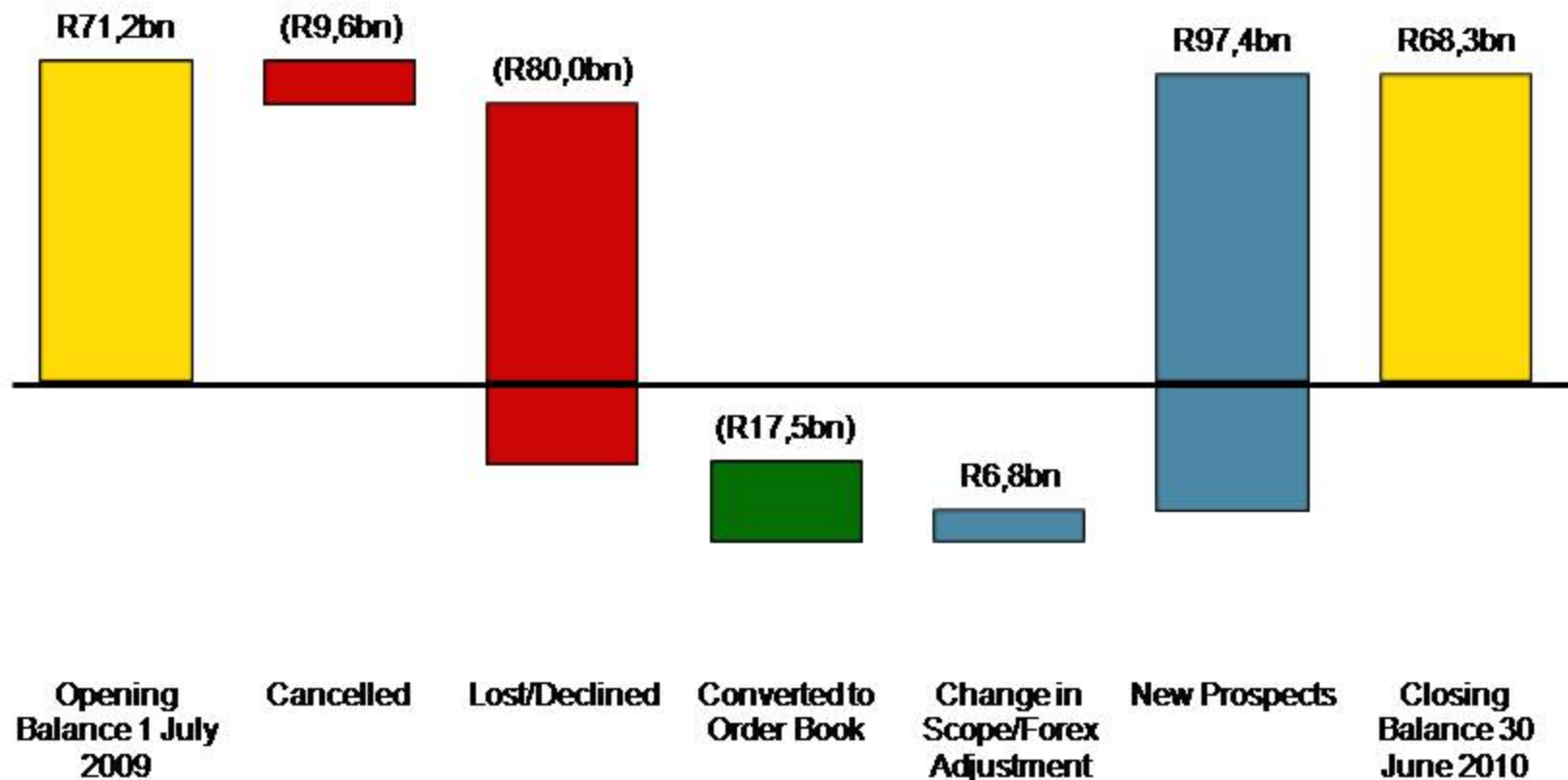
		Target
Operating margin	5,6%	
Operating margin (excluding Gautrain charge)	7,5%	5,0-7,5%

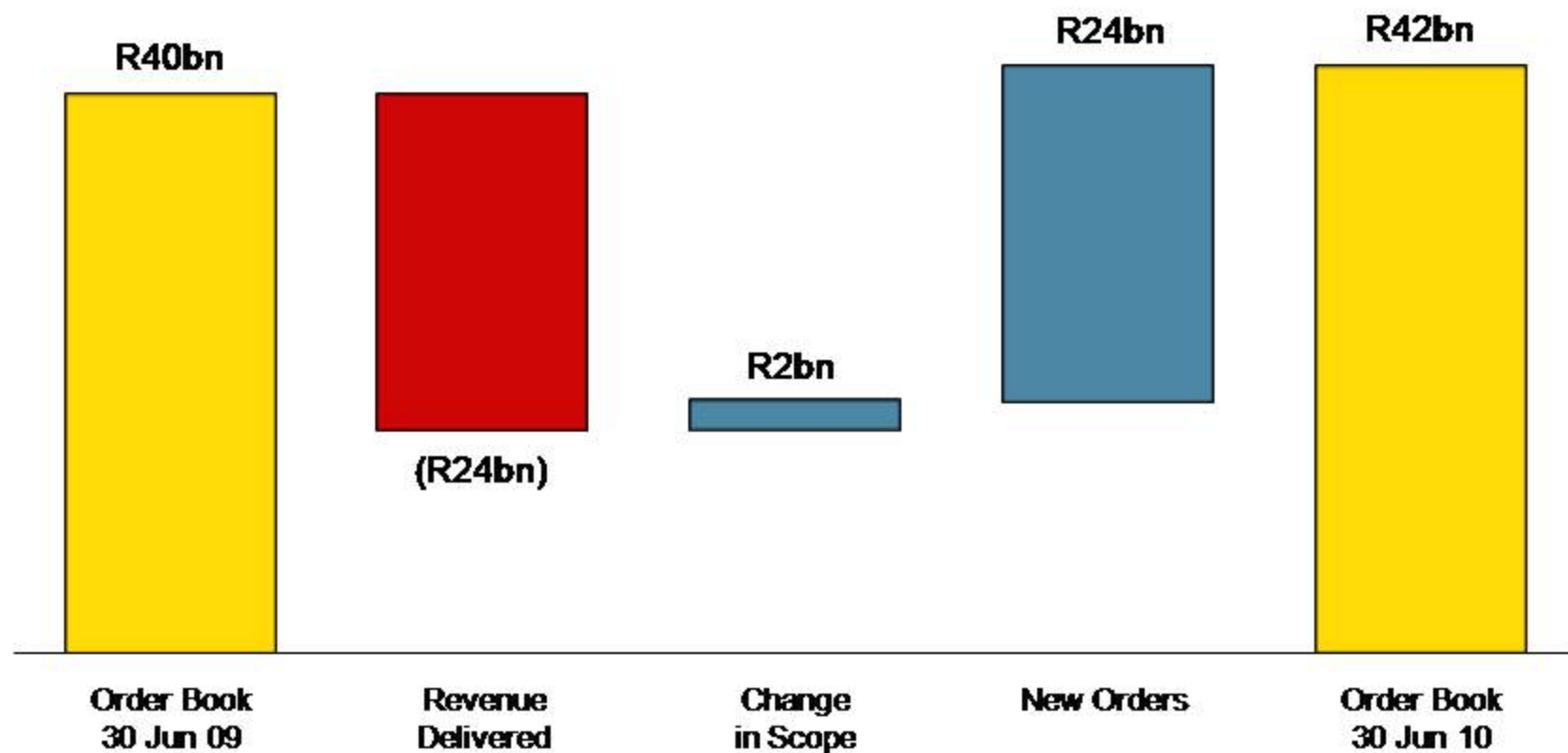
Return on average equity	18,6%	>20,0%
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Operating cash flow	R691 million	
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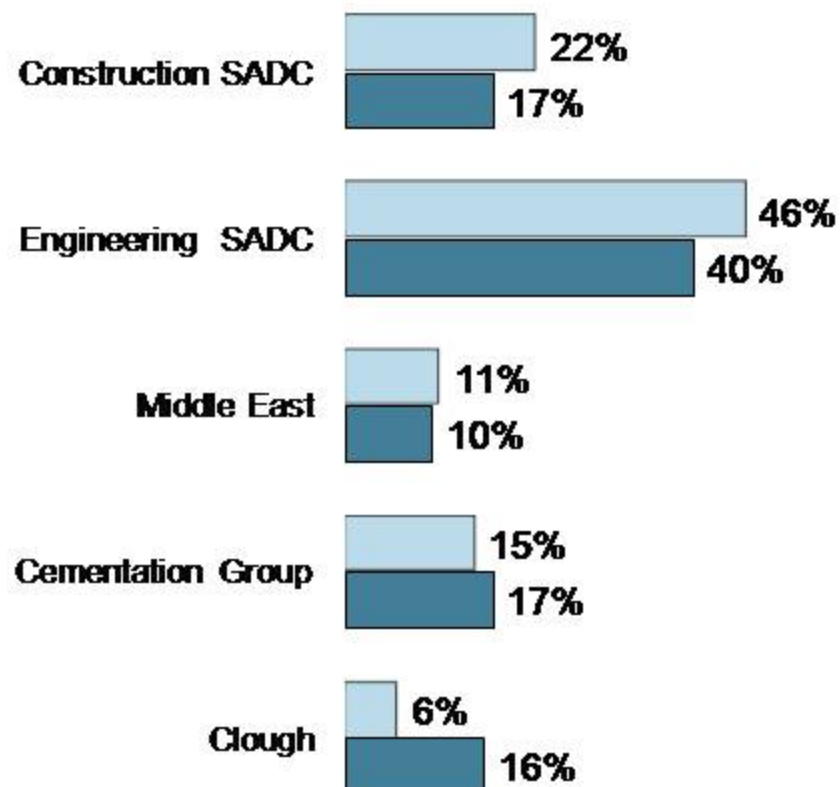
Total dividend 105 cents per share		Cover 2,8-3,2x
------------------------------------	--	-------------------







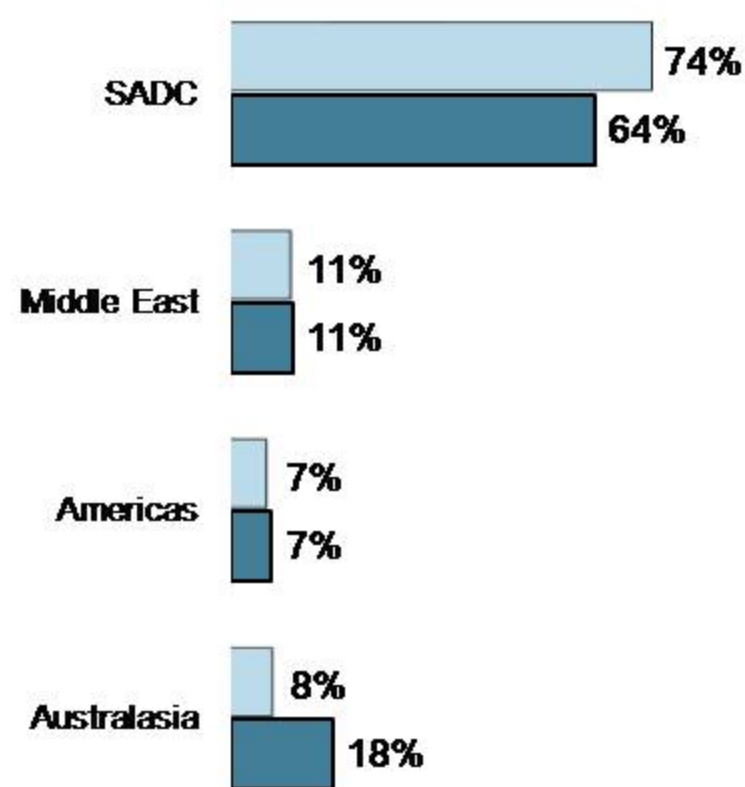
Cluster distribution



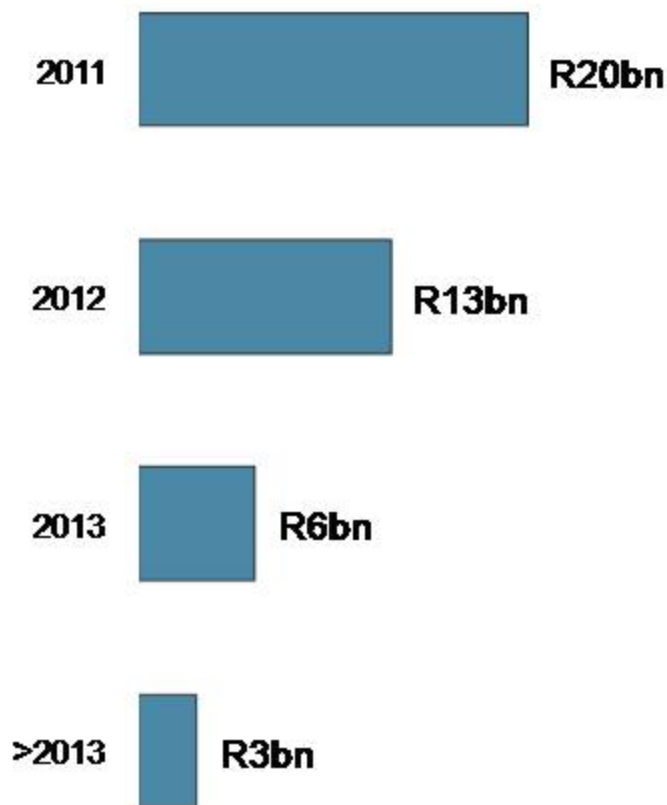
2009

2010

Geographic distribution



Time distribution















Rm	June 2010	June 2009
Total assets	21 952	23 493
Cash	3 811	4 663
Current	11 976	12 572
Fixed	6 165	6 258
Total equity and liabilities	21 952	23 493
Shareholders equity	7 177	6 634
Interestbearing liabilities – short term	1 845	2 694
– long term	1 529	784
Non-interestbearing liabilities	11 401	13 381



Rm	June 2010	June 2009
Revenue	31 962	32 684
EBITDA	2 449	3 512
Operating profit (EBIT)	1 775	2 766
Exceptional items	101	8
Net interest	(193)	(20)
Taxation	(470)	(612)
Income from associates	14	2
Discontinued operations & minority interests	(129)	(126)
Attributable earnings	1 098	2 018
Operating margin excl Gautrain	7,5%	
Operating margin	5,6%	



Revenues			Operating Profit	
R6,8bn		Construction *		R582m
R1,9bn		Engineering		R112m
R7,1bn		Construction Products		R611m
R5,4bn		Cementation Group		R447m
R2,9bn		Middle East		R300m
R5,8bn		Clough		R394m

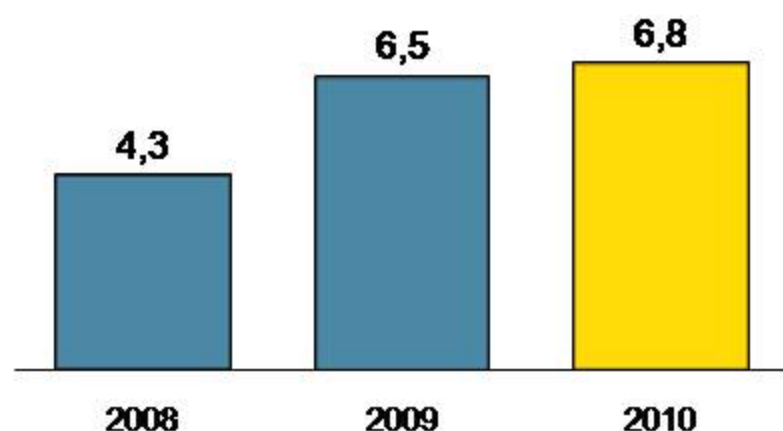
* Excluding Gautrain charge



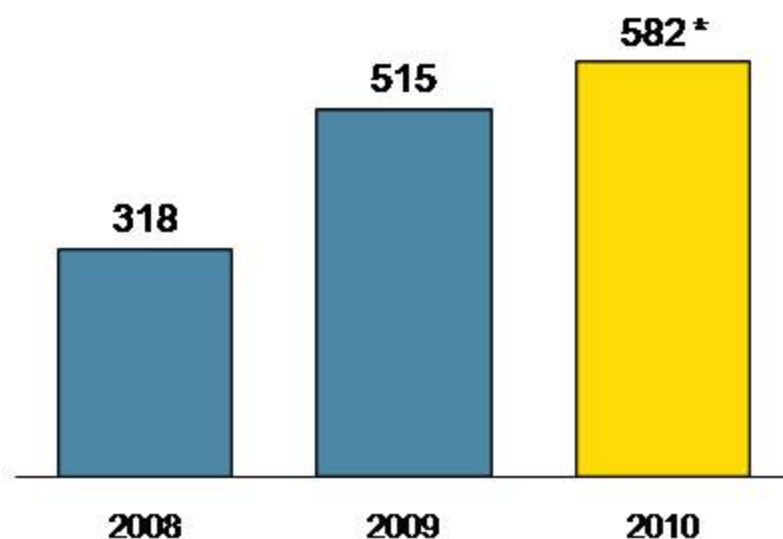


Green Point Stadium Cape Town

Revenue (Rbn)



Operating profit (Rm)



SALIENT POINTS

- Order Book R6,5bn (June 2009: R6,6bn)
- Capex R252m (2009: R229m)
- Successful completion of Green Point Stadium
- Strong performance from Concor

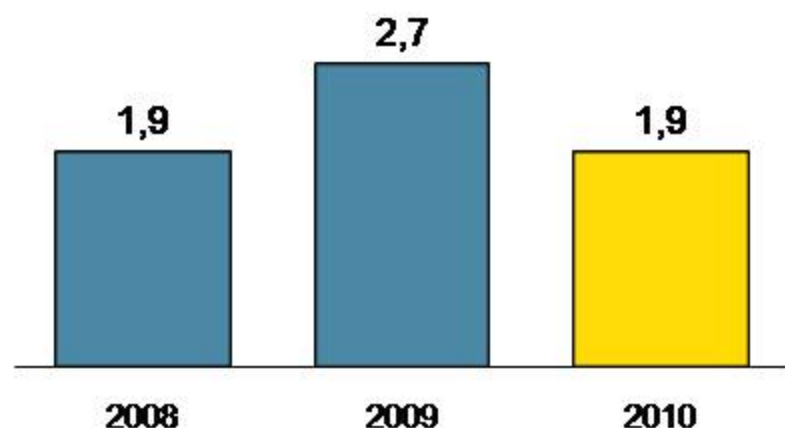
* Excluding Gautrain charge



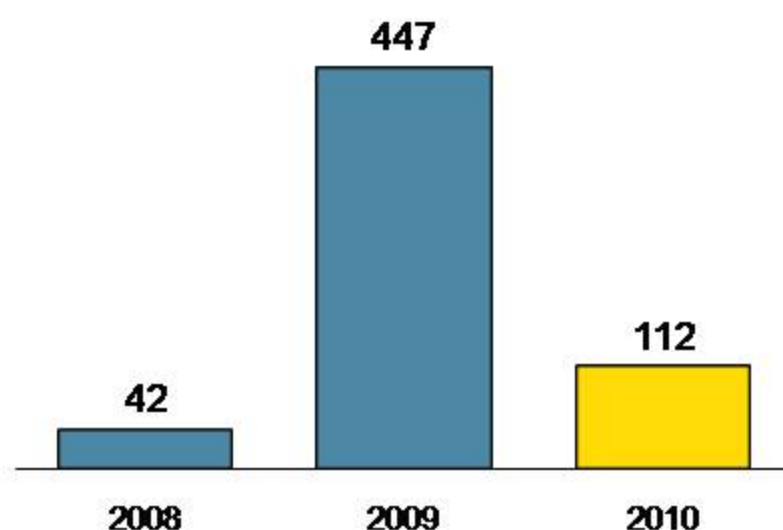


Medupi Power Station

Revenue (Rbn)



Operating profit (Rm)



SALIENT POINTS

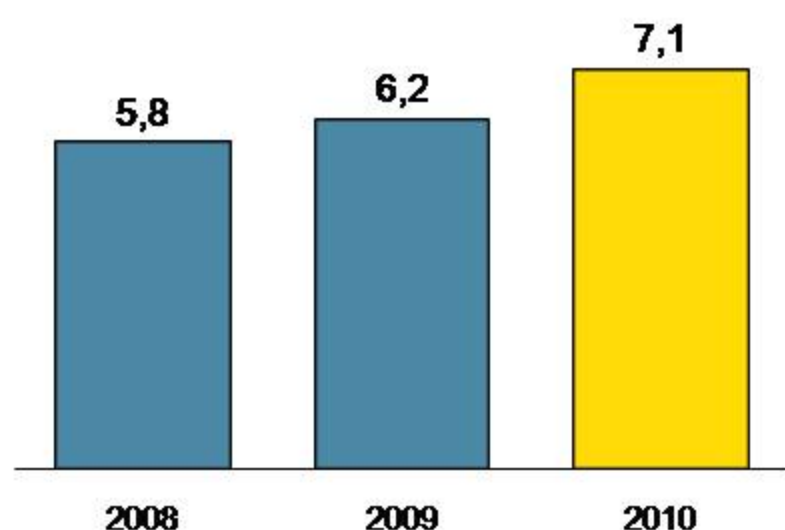
- Order Book R16,5bn (June 2009: R18,5bn)
- Capex R210m (2009: R298m)
- Medupi and Kusile
- Reversal in Wade Walker



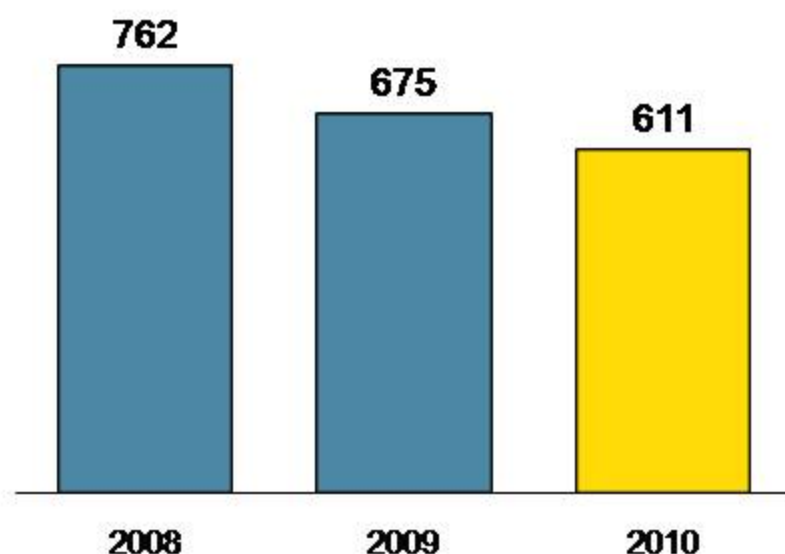


Much Asphalt Environmental Capex

Revenue (Rbn)



Operating profit (Rm)



SALIENT POINTS

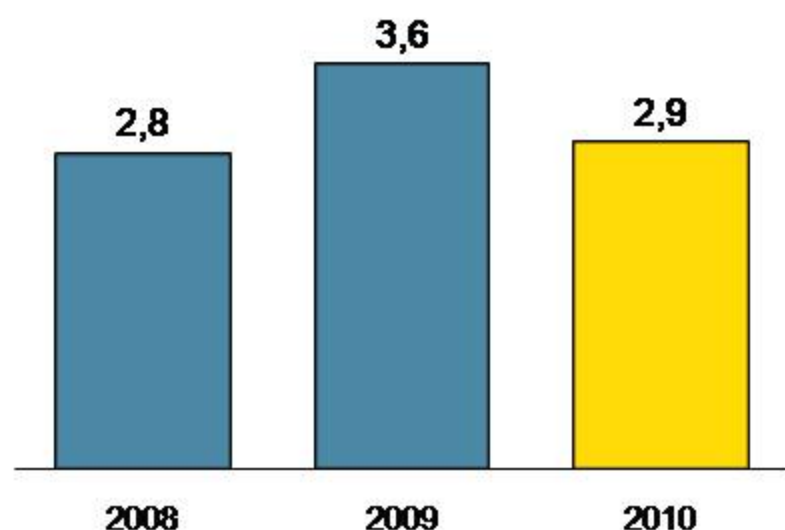
- Order Book R95m (June 2009: R146m)
- Capex R218m (2009: R459m)
- Strong performance from Much Asphalt
- Steel at break even



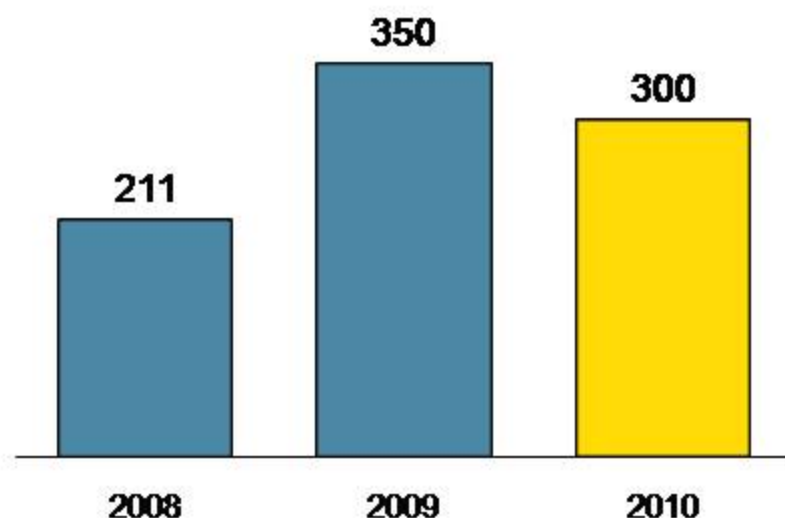


World Trade Centre Towers Bahrain

Revenue (Rbn)



Operating profit (Rm)



SALIENT POINTS

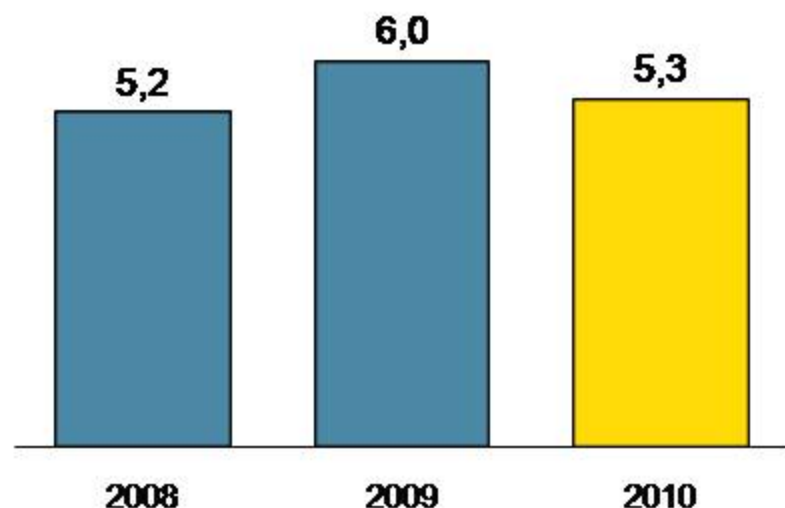
- Order Book R4,4bn (June 2009: R4,2bn)
- Forex translation impact
- Sorbonne University in Abu Dhabi
- Kingdom of Saudi Arabia



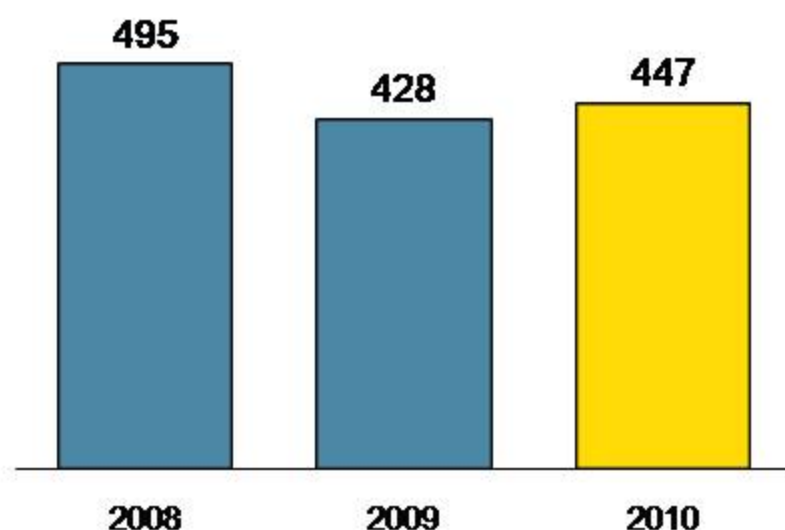


Shaft Sinking Headgear

Revenue (Rbn)



Operating profit (Rm)



SALIENT POINTS

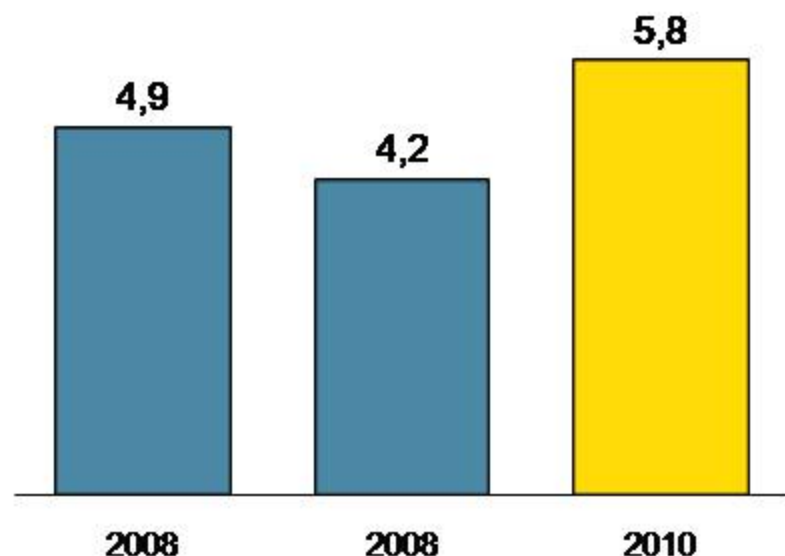
- Order Book R7,0bn (June 2009: R5,9bn)
- Capex R193m (2009: R283m)
- Strong performance in South Africa
- Safety in South Africa



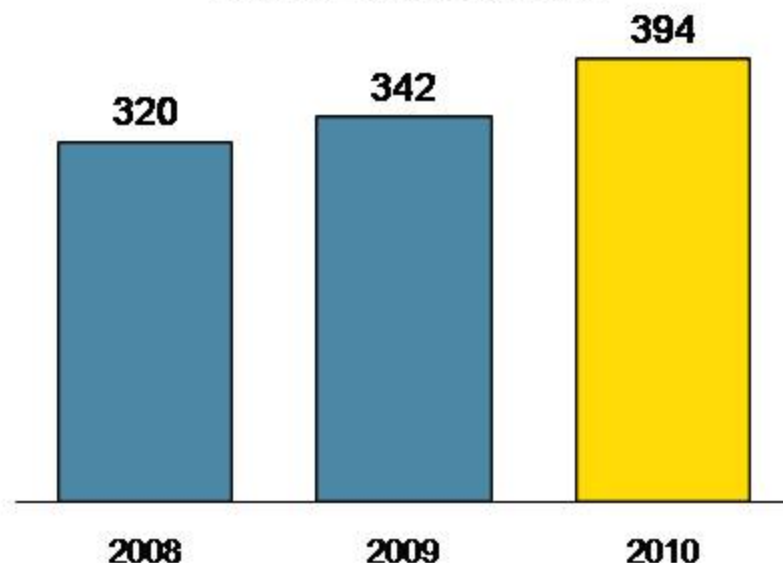


Gorgon Project West Australia

Revenue (Rbn)



Operating profit (Rm)



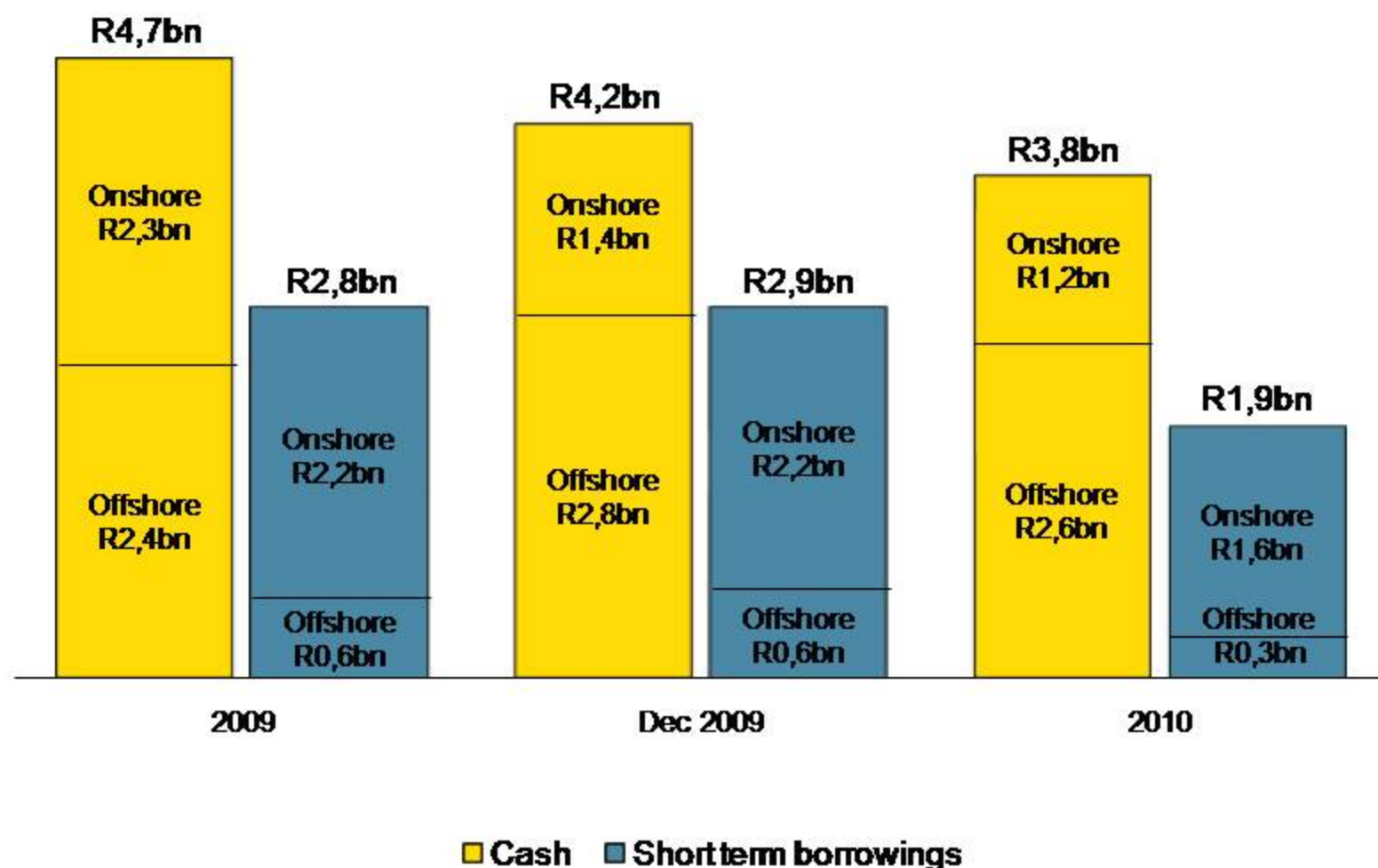
SALIENT POINTS

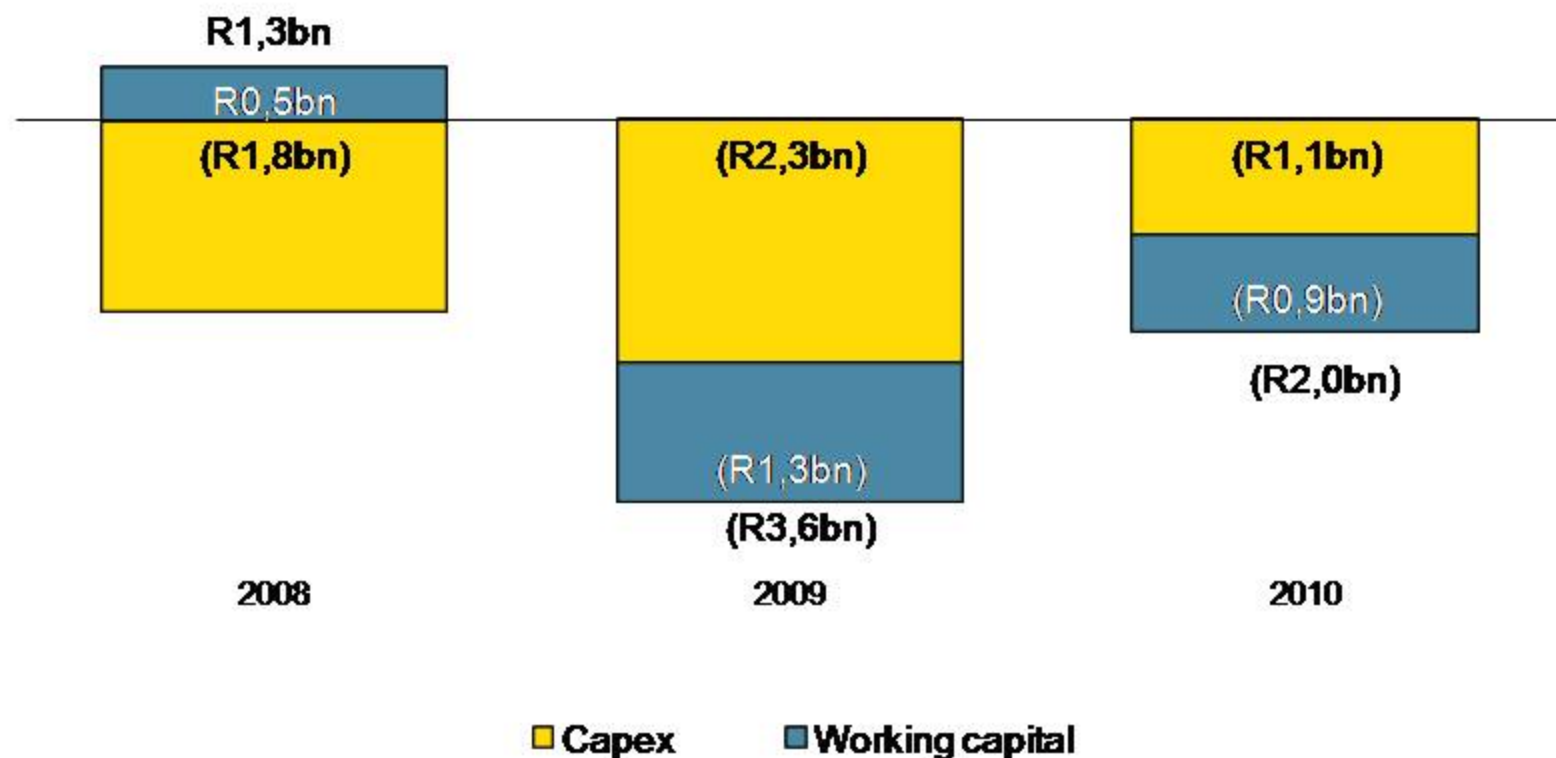
- Order Book R6,7bn (June 2009: R2,5bn)
- Capex R123m (2009: R589m)
- Gorgon and PNG Projects
- Forge acquisition



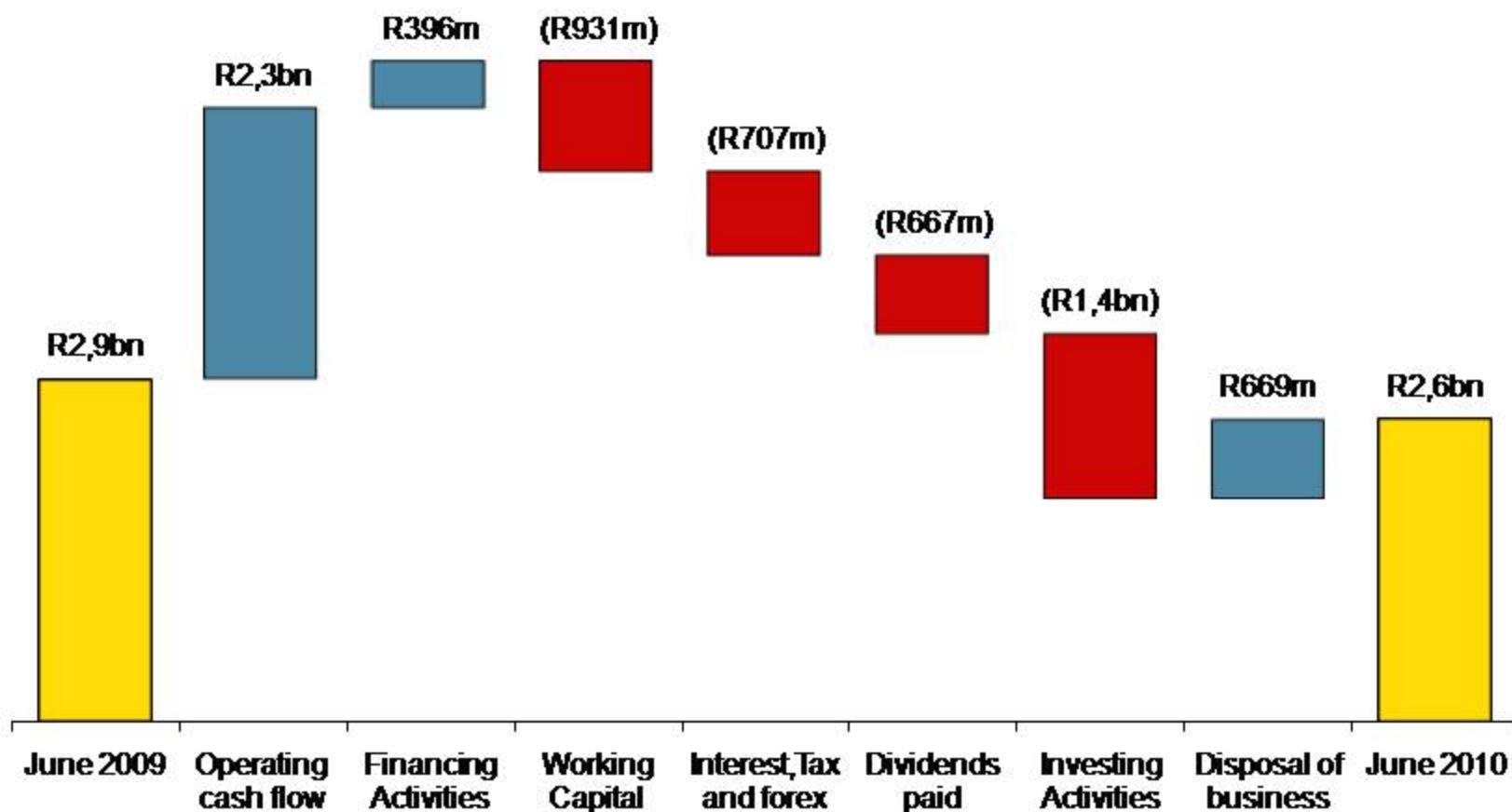


Gautrain Station OR Tambo International





CONSOLIDATED CASH FLOW





Corporate Social Investment

**Letsema Bokamoso
General Staff Trust**

R29,5m in dividends to 14,125 employees

**Letsema Khanyisa Black
Employee Benefit Trust**

R51,3m in dividends for bursaries & houses for employees & their children

**Letsema Vulindlela Black
Executive Trust**

R9,5m in dividends to the benefit of black executives

**Letsema Sizwe Broad-
Based Community Trust**

R80,7m in dividends to youth development & people with disabilities

Murray & Roberts CSI

R22,2m in support of maths, science & technology education, early childhood numeracy & literacy and environmental education



The Construction Economy conventionally lags at both the front and back end of general economic activity. However, many South African contractors including Murray & Roberts have been shielded in the short-term by the intensity of activity required to deliver the necessary infrastructure ahead of the 2010 FIFA Soccer World Cup.

A significant decline in the sector is now evident in South Africa, with growth in general economic activity only expected to pick up within the year ahead.

The Group's international markets have all shown good recovery following the global financial crisis, although competitive levels have increased across the board.

The South African government has shown consistent commitment to a long-term program of capital spend, encompassing all aspects of socio-economic infrastructure investment. Despite a sovereign current cash flow challenge brought on by the severe impact on the South African economy of the Global Financial Crisis, Treasury has indicated it will increase borrowings to fund the program.

This presents a new opportunity for private sector investment and involvement in both the implementation and operations of new and existing public infrastructure and facilities.



The Group expects good growth in the year ahead, coming off the low base caused by the Gautrain charge to the Statement of Financial Performance.

The level of this growth will depend on order book development, particularly in South Africa, settlement of major project final accounts, reduction of working capital and progress with the Eskom Power Program.





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Thank you

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FINANCIAL YEAR TO 30 JUNE 2010