



Develop and Deliver !

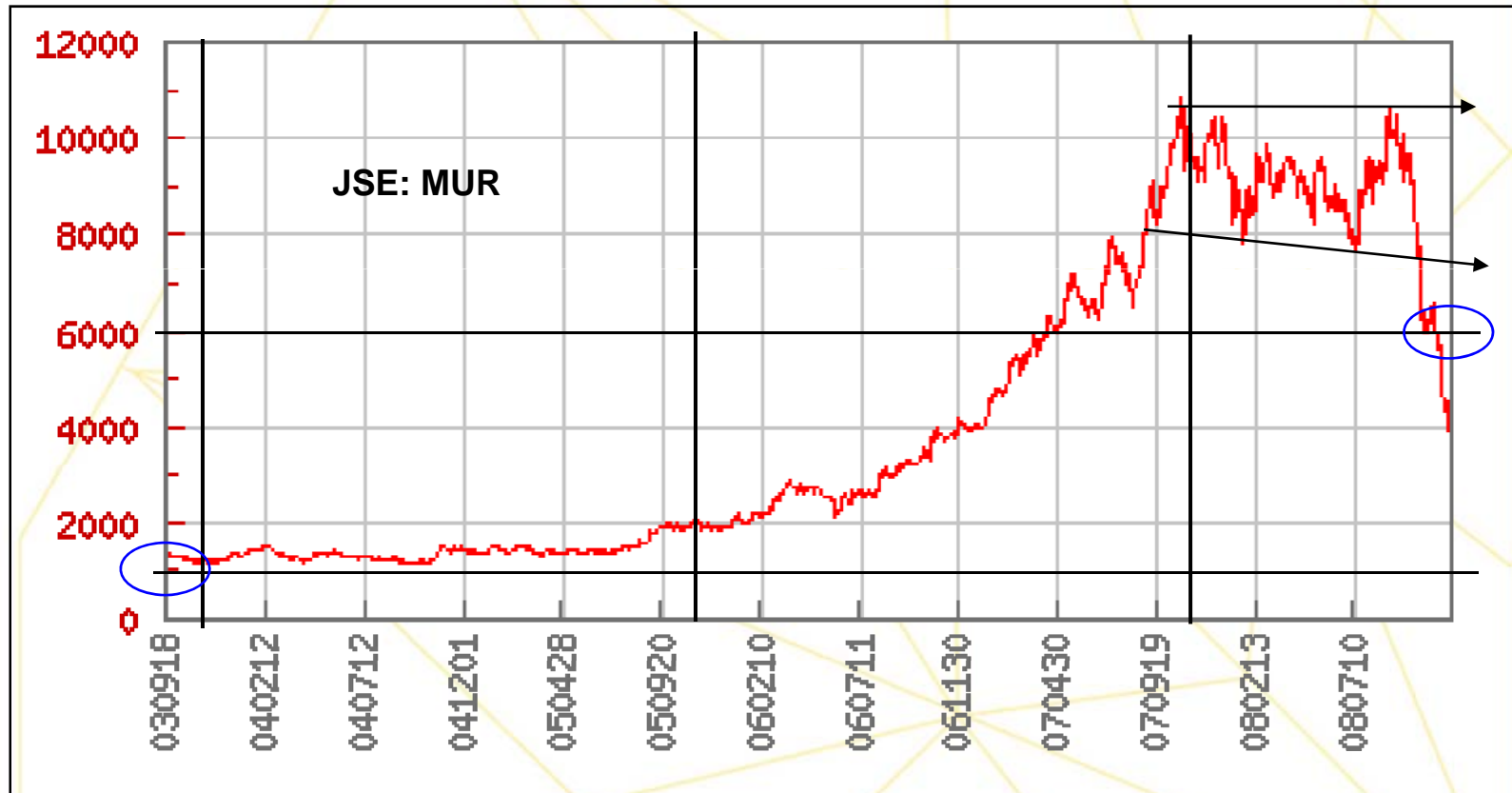
**The Way we See the Problem
is Often the Problem**

Commentary on the Business Update published 2008/11/25





"The global financial crisis has continued to worsen and the construction sector has been severely downgraded by the investment market on fears of recession and depleted future work opportunity."



No Basis for Surprise





INTERNATIONAL INVESTORS ARE NOT LEAVING

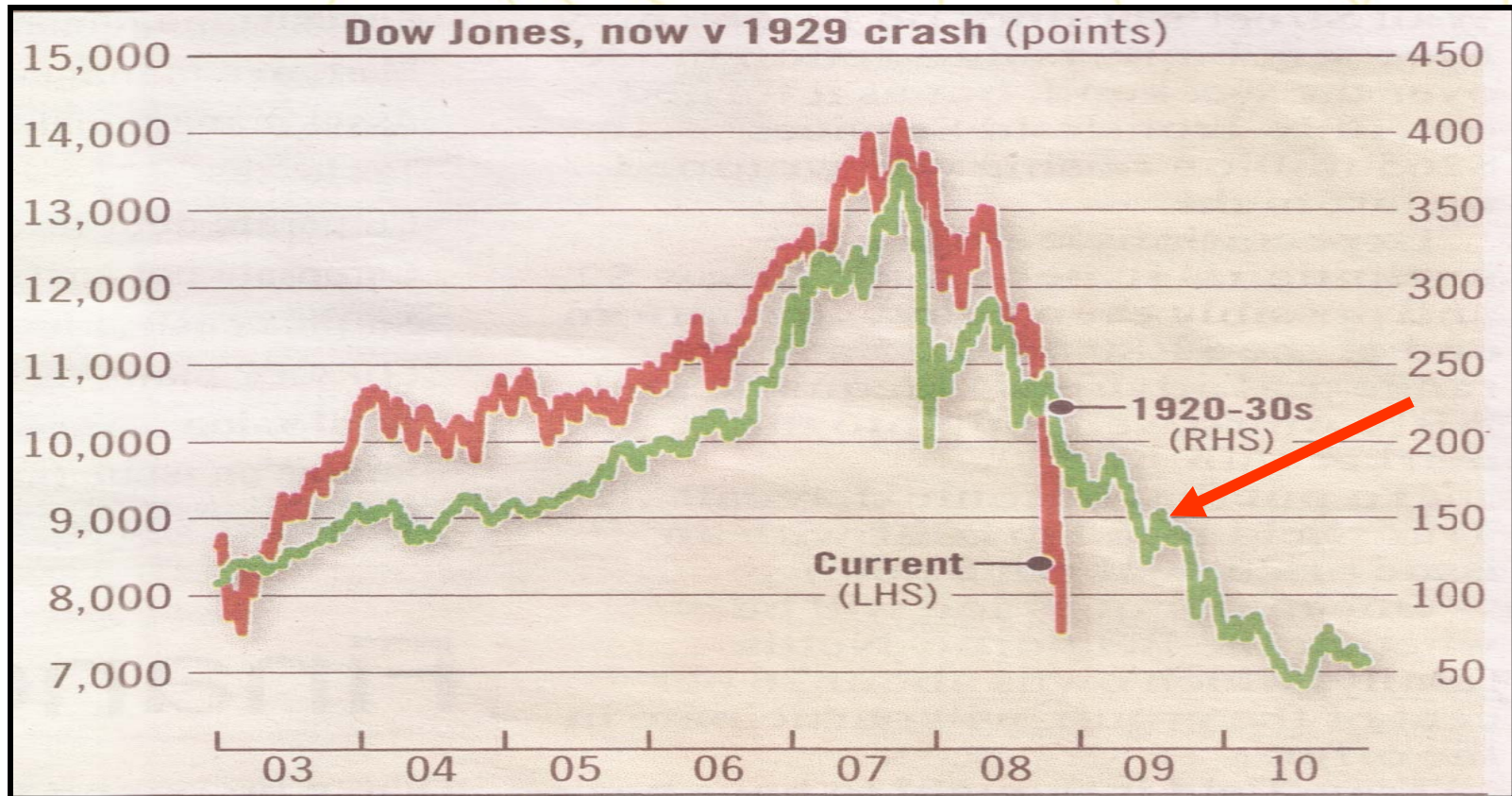
MUR Share Register - 331,9 million shares in issue

Date	Price	Shares Traded	%	International
30/06	8700 +32%	390,0 million	118%	44%
30/09	9600 + 10%	103,6 million	31%	43%
31/10	6600 - 30%	77,0 million	23%	44% (June 2007)
26/11	4600 - 40%	61,5 million	19%	?





"The Dow Jones Industrial Index fell 15,7% in the two weeks ended November 21, 1931, a further 20% in the remaining five weeks of the year and bottomed out a further 47% down on July 8, 1931."



Was already 60% down from peak in 1929





“The directors have reviewed the Group’s consolidated results for the first quarter to 30 September 2008 and first budget assessment for the year ... and maintain the market guidance for the financial year to 30 June 2009.”

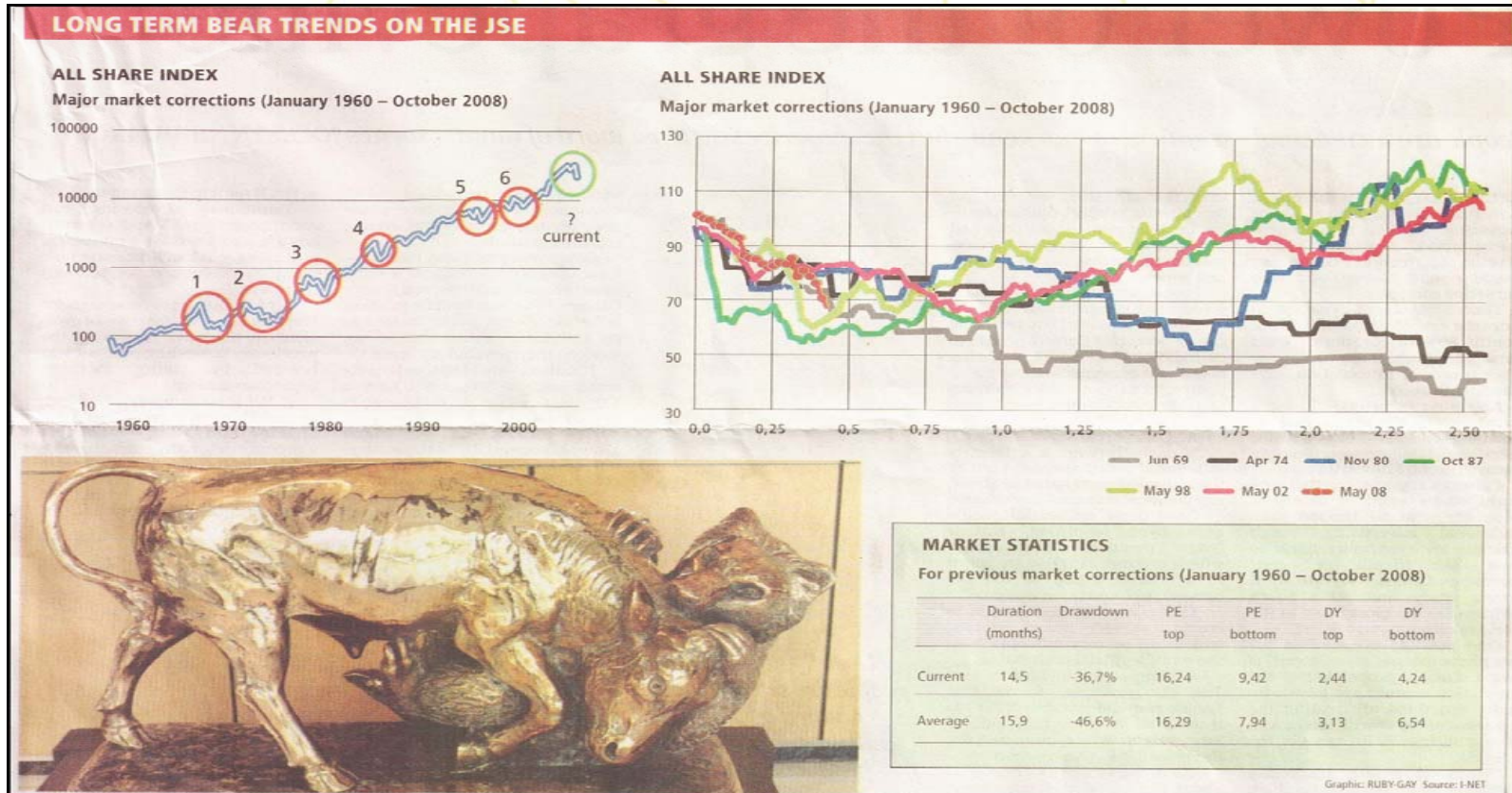
2009 Prospects

- Revenues up 30% to 40%
 - Construction & Engineering $\pm 40\%$
 - Materials & Services $\pm 20\%$
 - Fabrication & Manufacture $\pm 60\%$
- Headline Earnings up 30% to 40%
 - 715 to 770 cents per share
- Earnings per share up 25% to 35%





“Shareholders are cautioned to be prudent with this guidance as the potential impact of current market volatility may manifest itself on construction sector and Group performance in the future.”



Solving Problems needs New Levels of Thinking





“The human tragedy that is Zimbabwe plays out unseen and unheard across our border as its population of 10 million Human Beings and Africans is systematically degraded to a state of depressed survivalism.”

While South African and Regional leaders pander to Mugabe in Sandton I recently visited Zimbabwe where I witnessed that:

- only a small percentage of people have work
- inflation is at about 60% per hour
- all infrastructure is in total disrepair
 - electricity in Harare about 3 hours per day
 - no reliable water or sanitation services
- petrol and other coupons now the unofficial currency
 - which is the same as in 1966 after UDI
- schools and hospitals are dysfunctional
 - cholera threatens an immediate pandemic.

The consequence of Zero Fixed Investment





“The directors have approved a comprehensive organisational change that will sharpen operational and business development focus across all domestic and international operations.”

Focus on the Construction Economy

**Serving the Development Needs of
Emerging Societies and Nations**





UNITARY MURRAY & ROBERTS

**We are Engineers
and
We are Contractors**





GLOBAL BENCHMARK

We strive for
World Class Fulfillment
in everything we do





GLOBAL IDENTITY

**We are Murray & Roberts
and
We are South African**





GLOBAL SIGNATURE

Our core competence is
Industrial Design and Engineering





GLOBAL PROMISE

Our non-negotiable commitment to
sustainable earnings growth and value creation





“Cash flow constraint in a few clients has resulted in the suspension of or delay to some projects in each of the Group’s markets, which are fully accounted in the Group’s current performance review.”

Pre-emptive and Immediate Action Response

- Eliminate surplus Cost and Waste
- Reorganise for Improved Value
- Focus on Core Competence
- Design future Performance Profile
- Develop Order Book Opportunity, and
- Preserve Cash Flow

The Future is NOT an extension of the Past





NATIONAL PUBLIC WORKS PROGRAM

Builds Economic Infrastructure

Accelerated and Shared Growth Initiative for South Africa

Employment Intensive

Skills Development

Industry Localisation

POWER & ENERGY

TRANSPORT & LOGISTICS

WATER & SANITATION

HEALTH, EDUCATION & RECREATION

An Economic Imperative in Difficult Times





The recent Mid-Term Budget Framework presented by the Minister of Finance included the following important statements for Murray & Roberts and the Construction Economy.

- *“Stronger cooperation between government and the private sector and raising our level of investment in economic infrastructure are also imperative.*
- *It is recognised that the electricity outages that South Africans experienced in the first quarter of this year signal capacity constraints in several areas of infrastructure, including roads, rail, ports and most critically in skills.*
- *These capacity constraints have also slowed economic activity and will restrict growth in the near term. To break these constraints, we must invest more.*
- *Over the next three years, we will continue to step up investment in infrastructure that will drive long term growth, we will continue to expand and improve the quality of public services, and most importantly, we will continue to take the necessary steps to protect the poor and most vulnerable.*
- *Financing these investments in the period ahead will be challenging. Government will support our state-owned enterprises through providing selective guarantees on their borrowing and through increasing the capacity of our development finance institutions to contribute to funding major infrastructure projects. At the same time, it is essential to price utility services appropriately so that we encourage more efficient use of these inputs and to generate the resources to fund greater expansion in capacity. We must also create a more amenable environment for the private sector to invest in economic and social infrastructure.”*

National Public Works Program



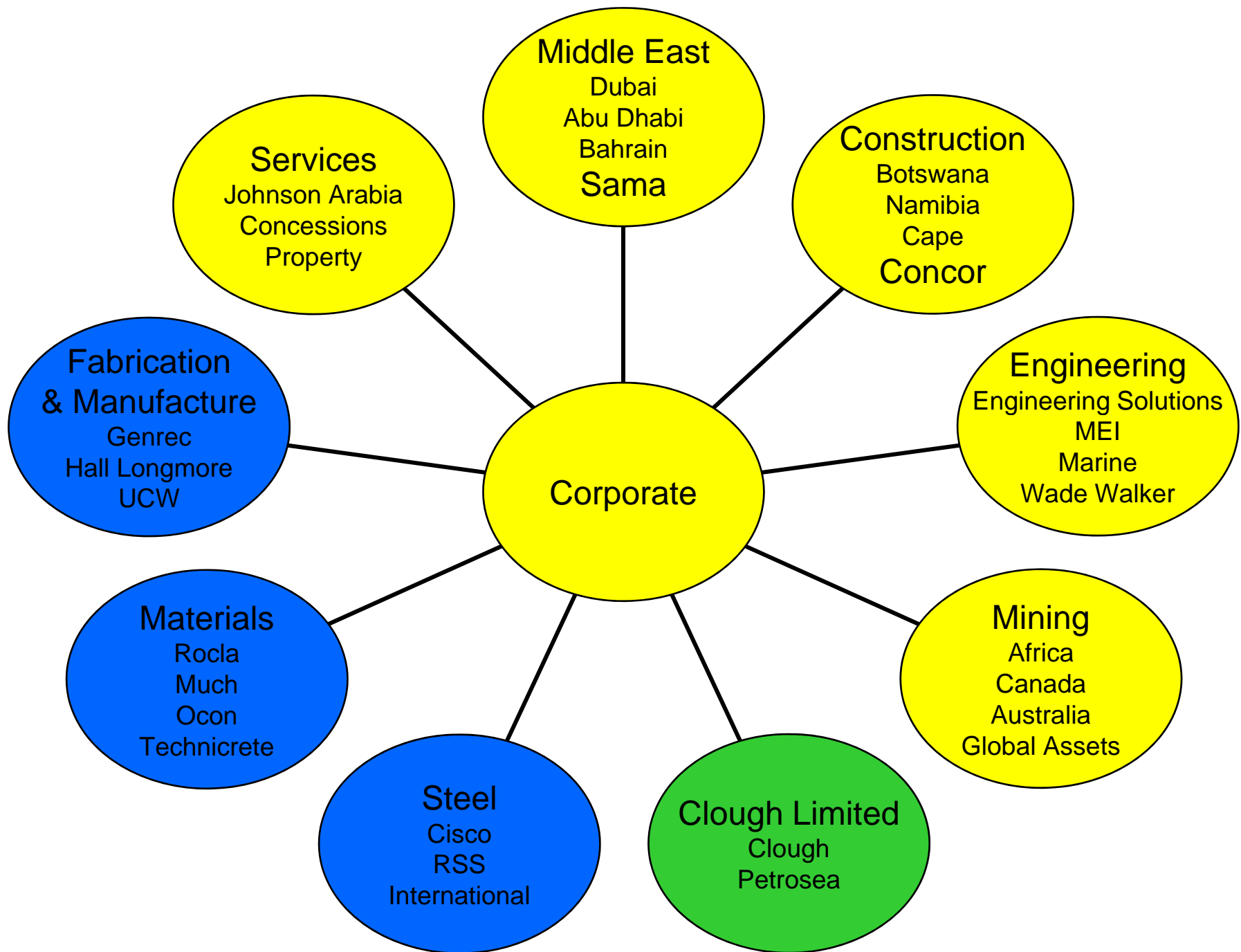


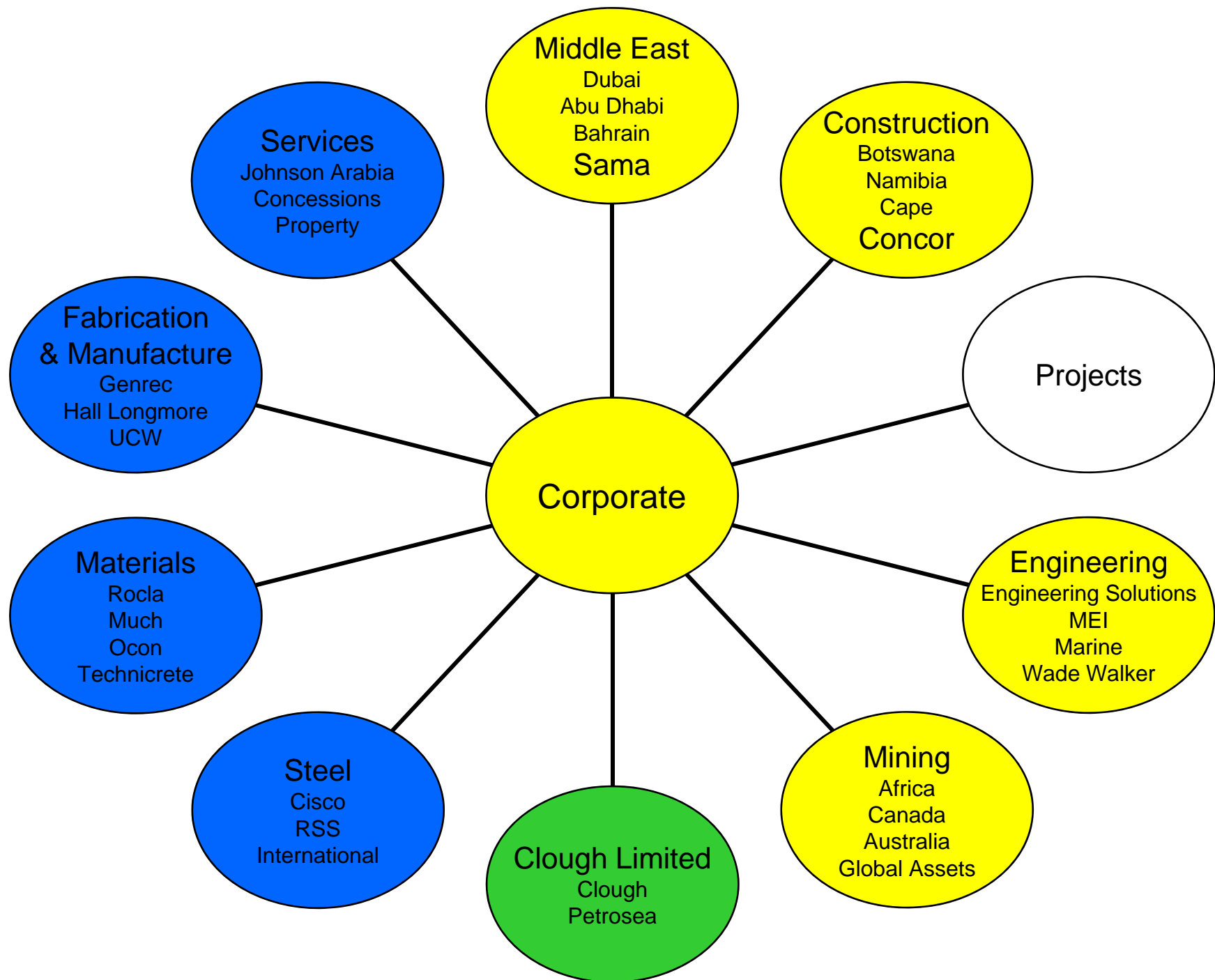
"The current executive management team has committed to implement these changes and to continue leading the Group through the current market turmoil."

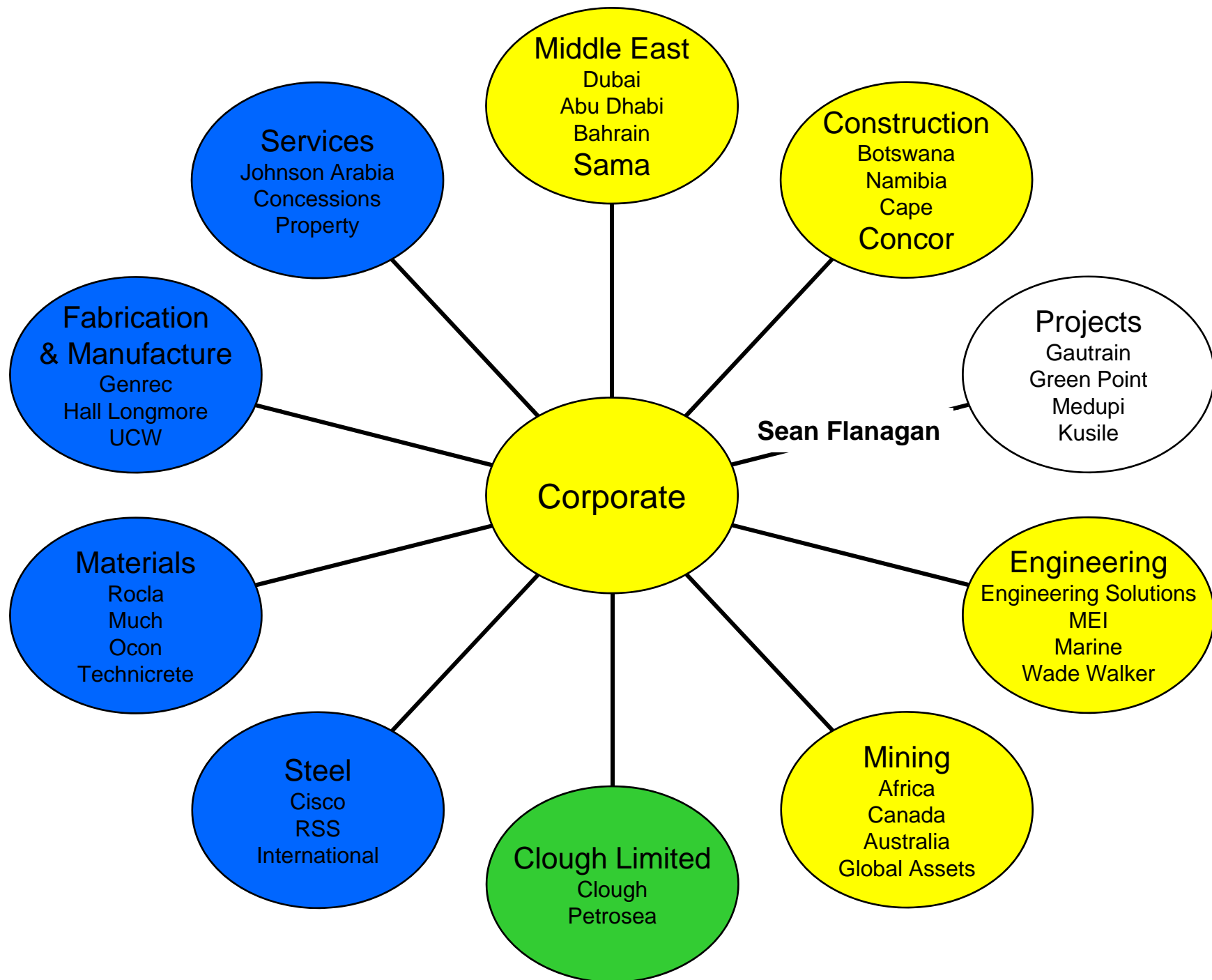
The Challenge of Major Projects

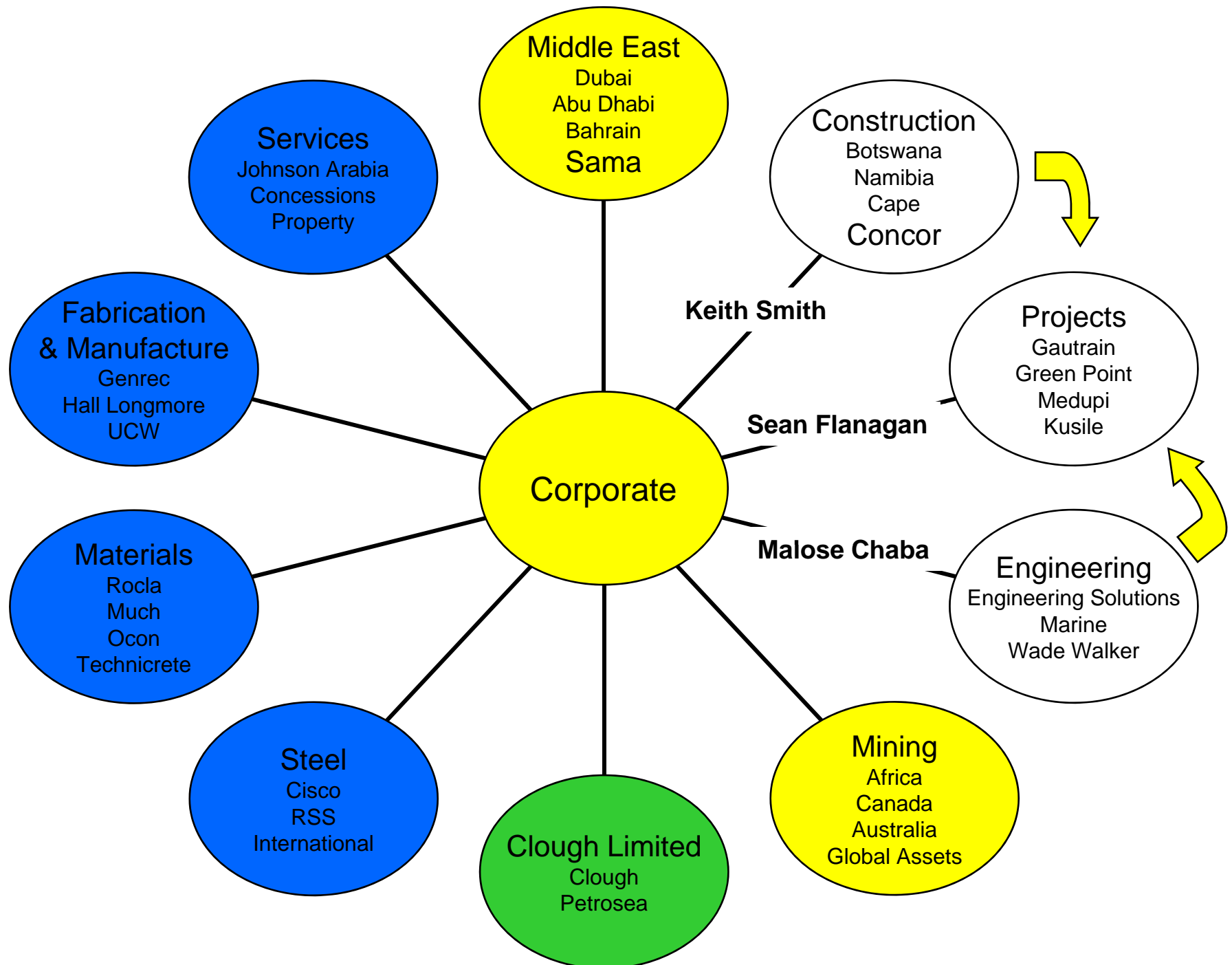
Capacity to Deliver
off a
Formidable Performance Platform

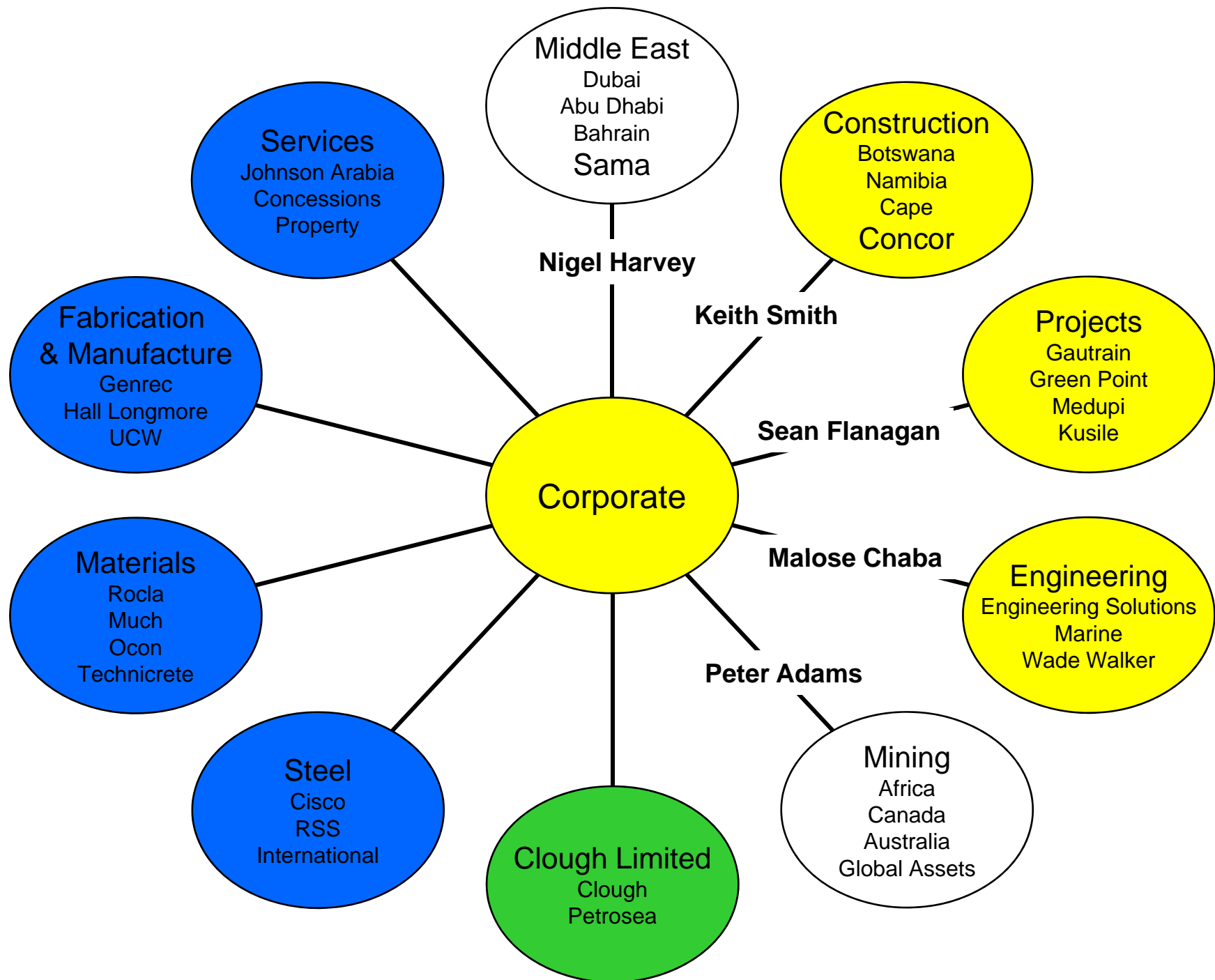


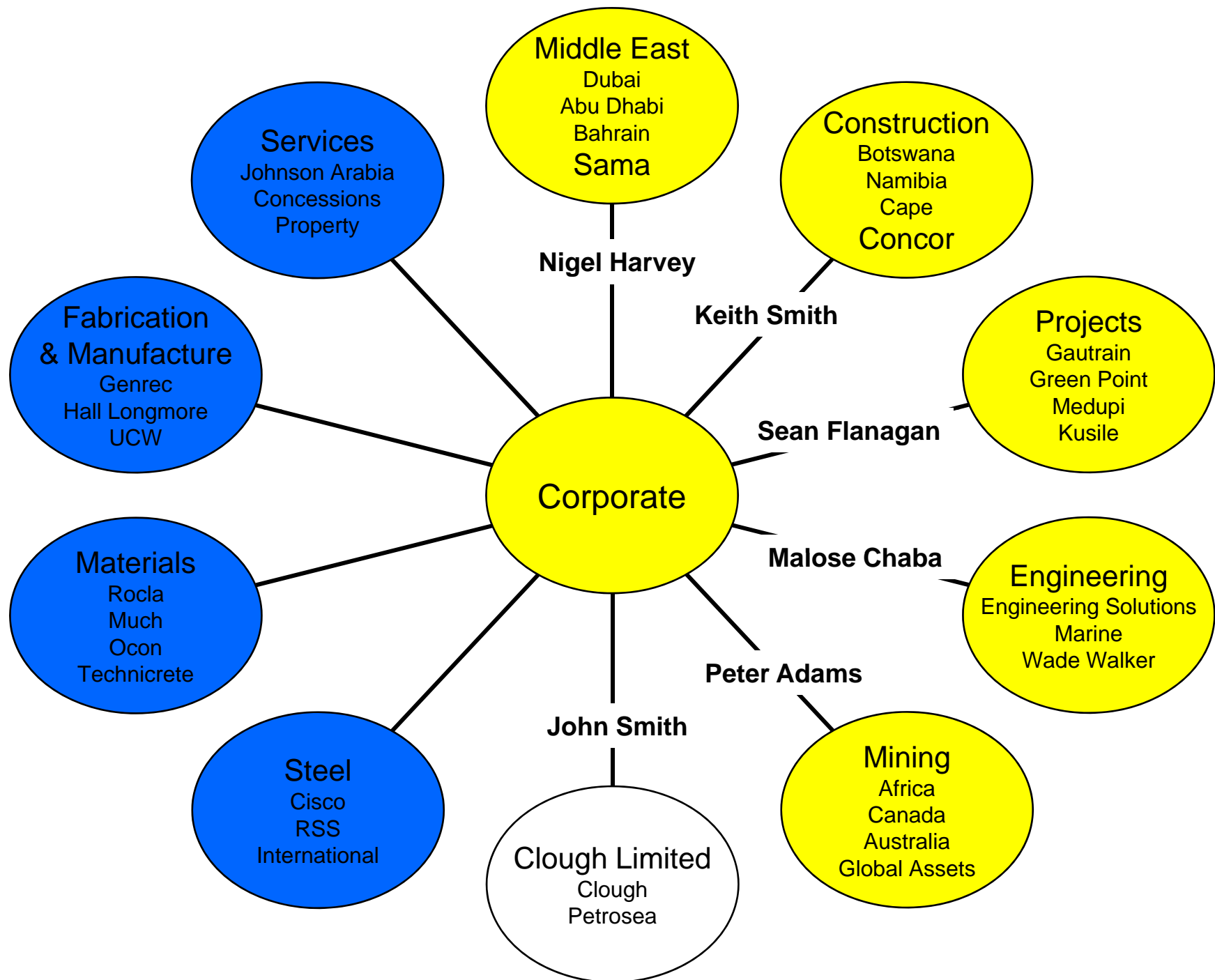


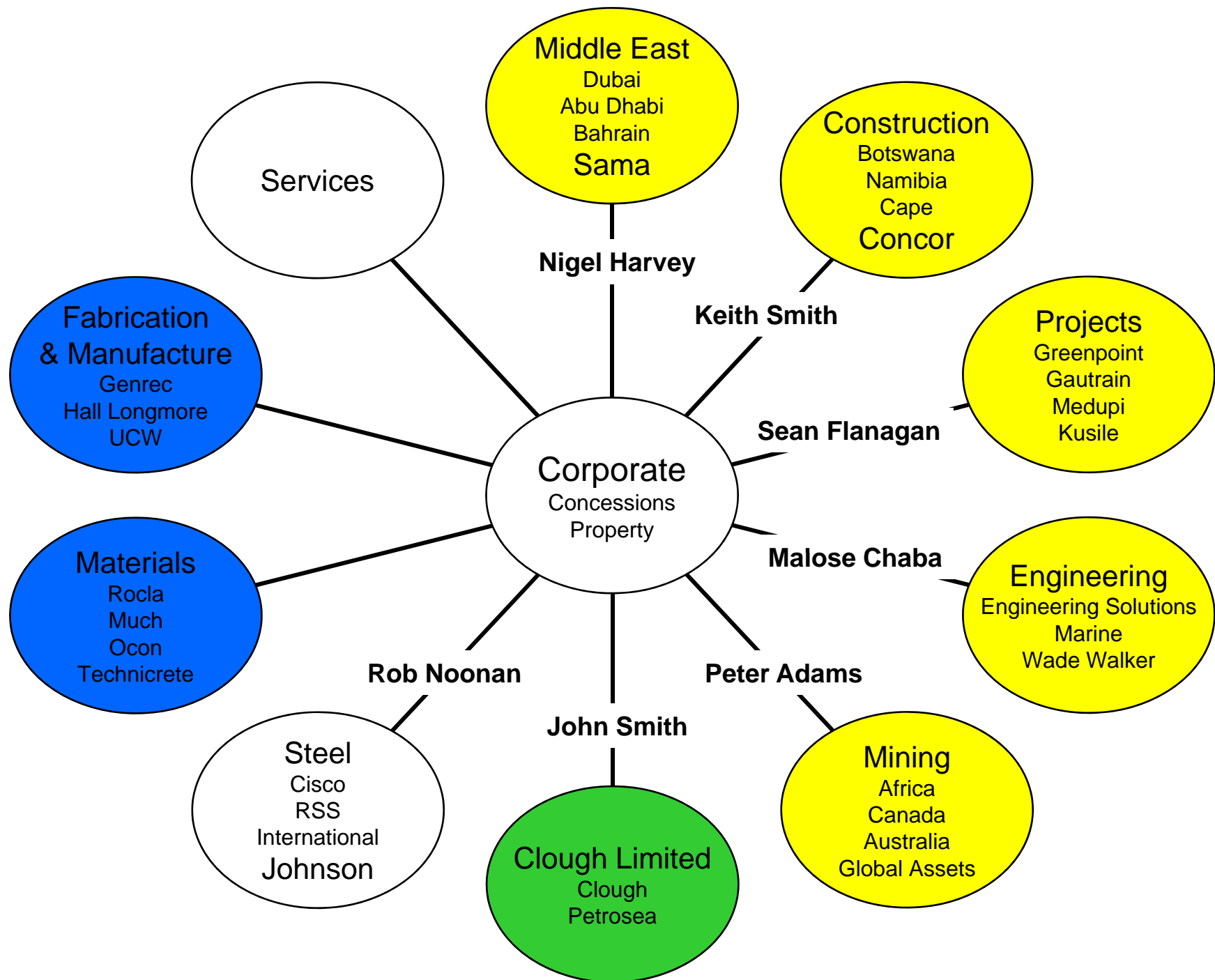


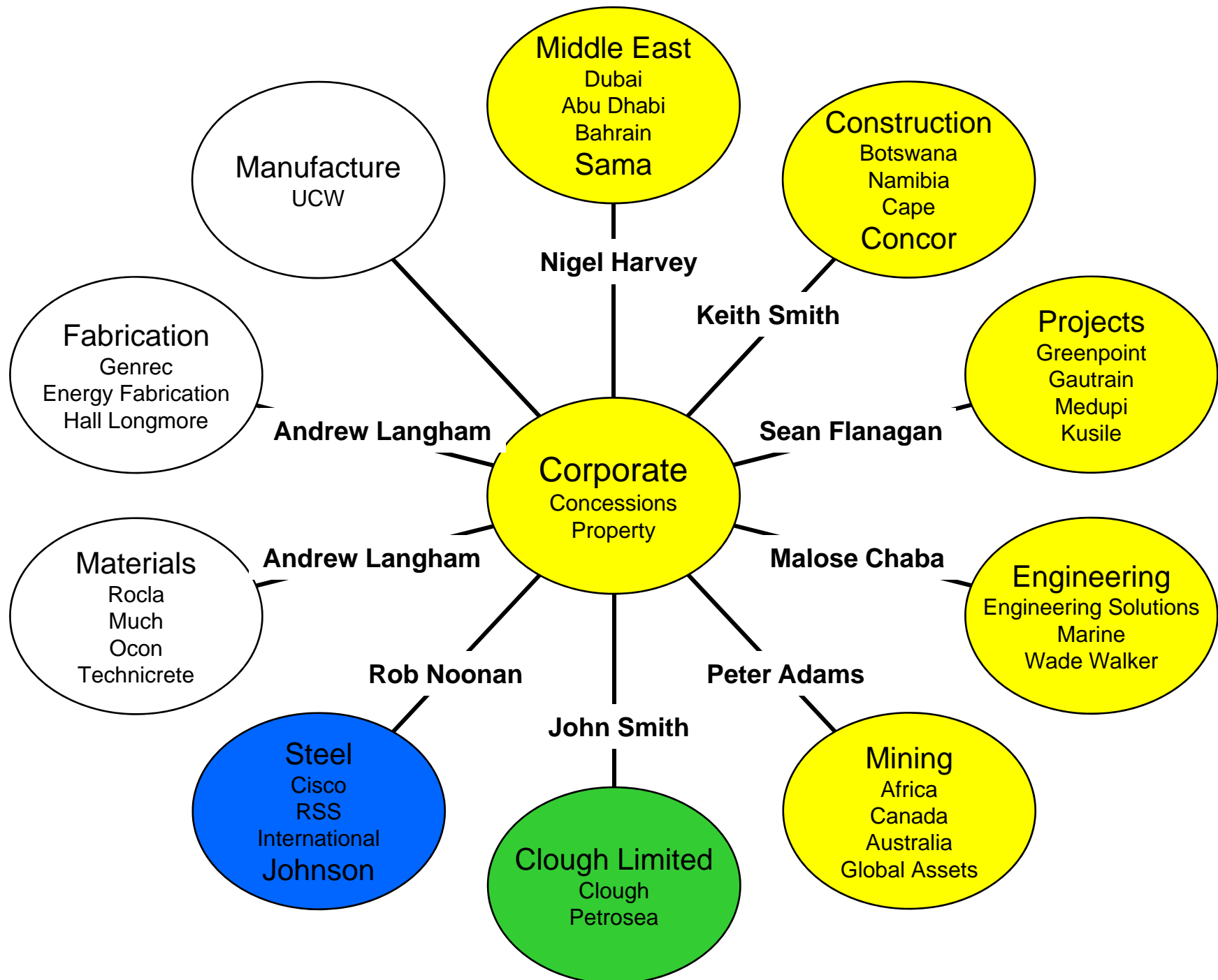


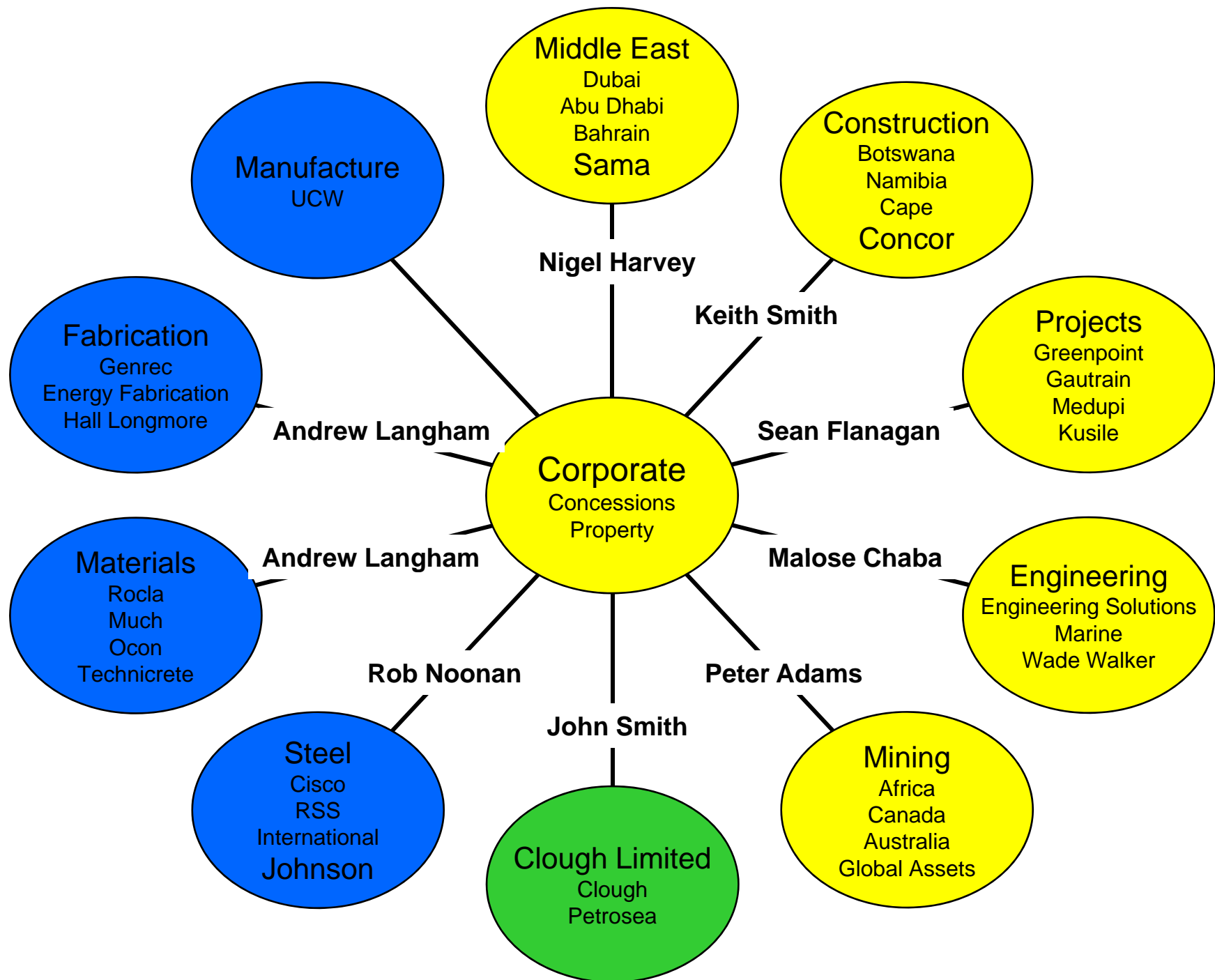






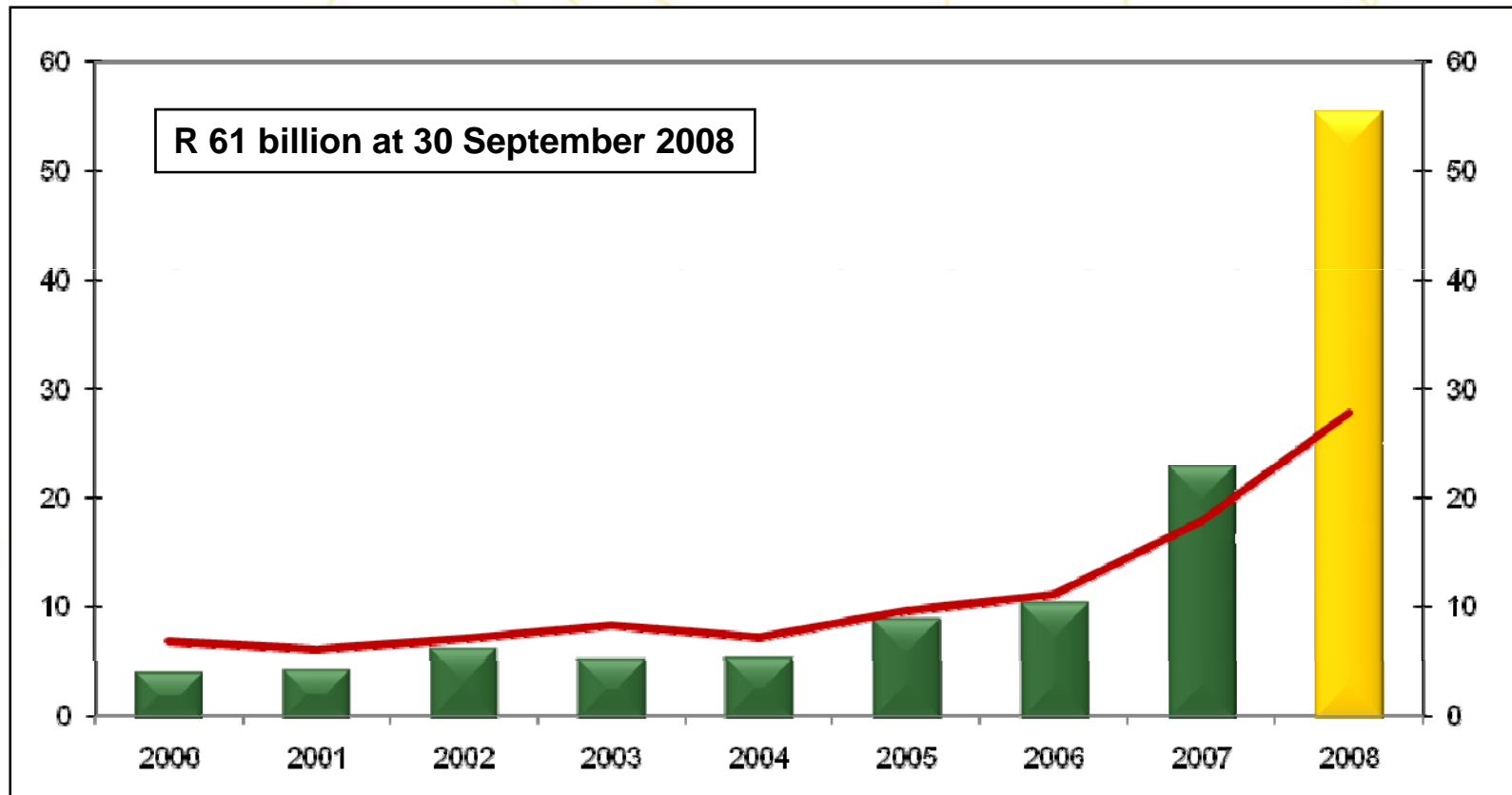






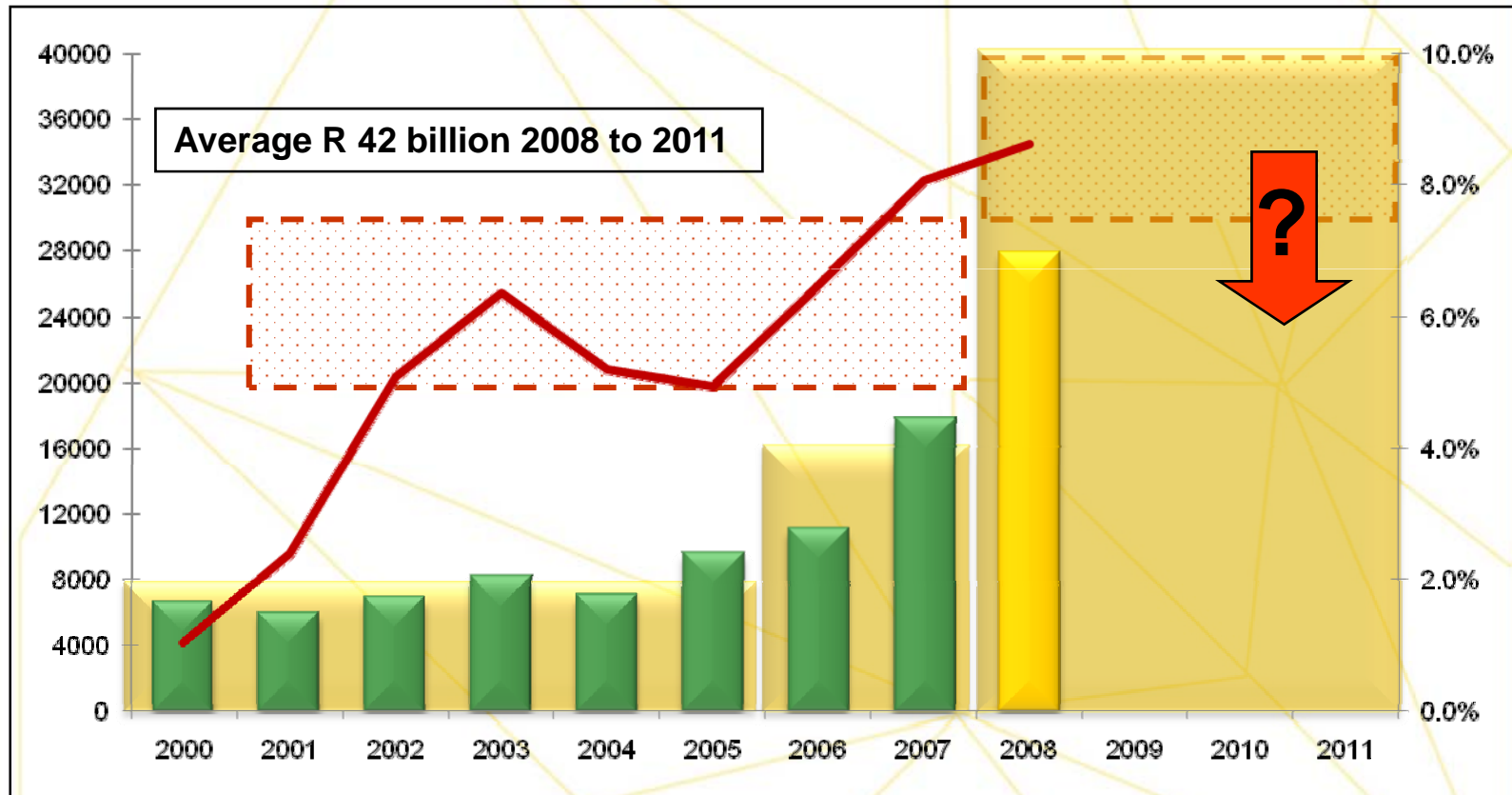


The Group's substantial project order book provides a solid performance foundation for the period up to 2012 and beyond.



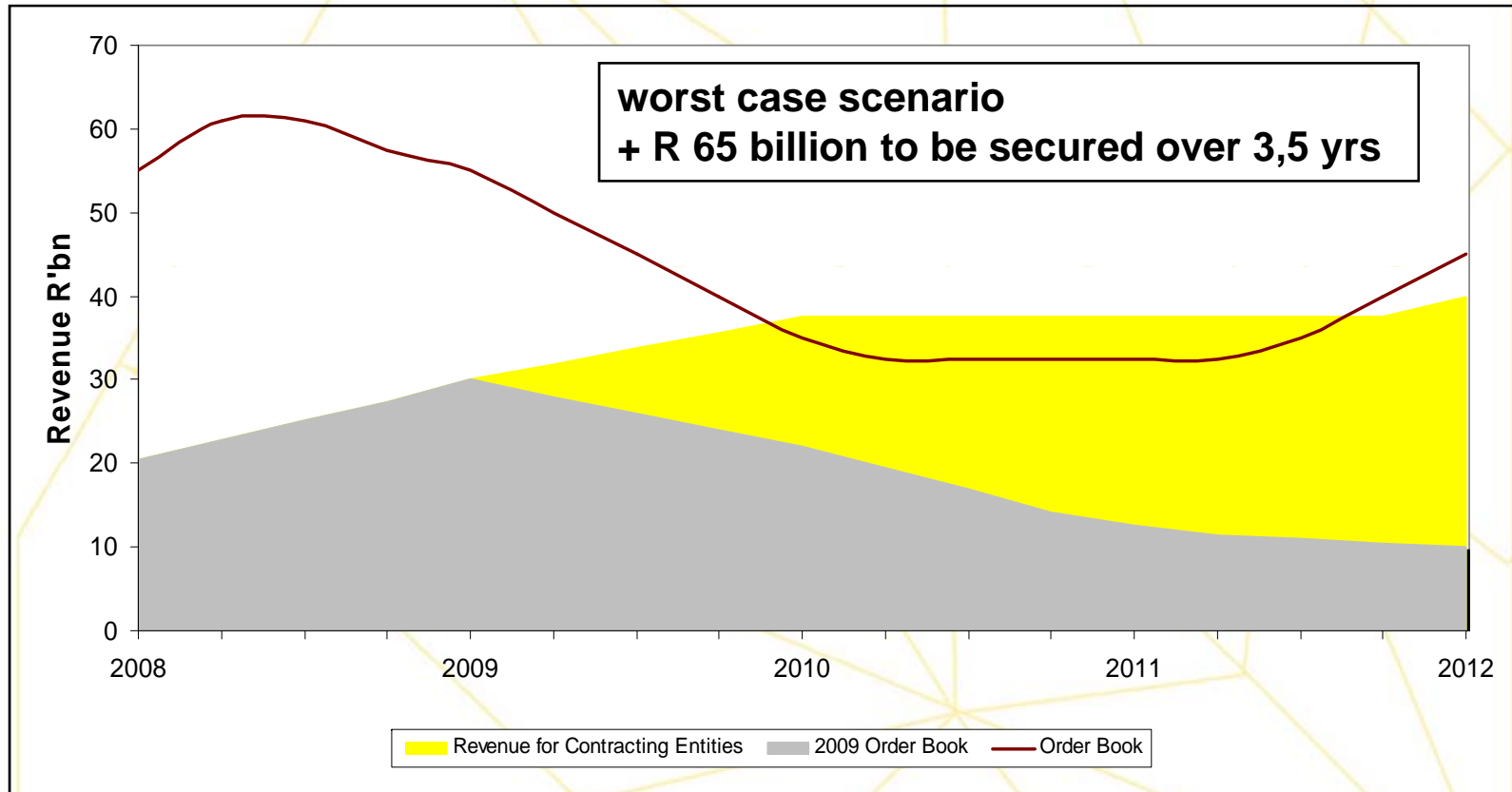


“There are a number of public works and other strategic opportunities in the Group’s domestic and international project pipeline that are likely to proceed and will provide stability through the difficult times ahead.”



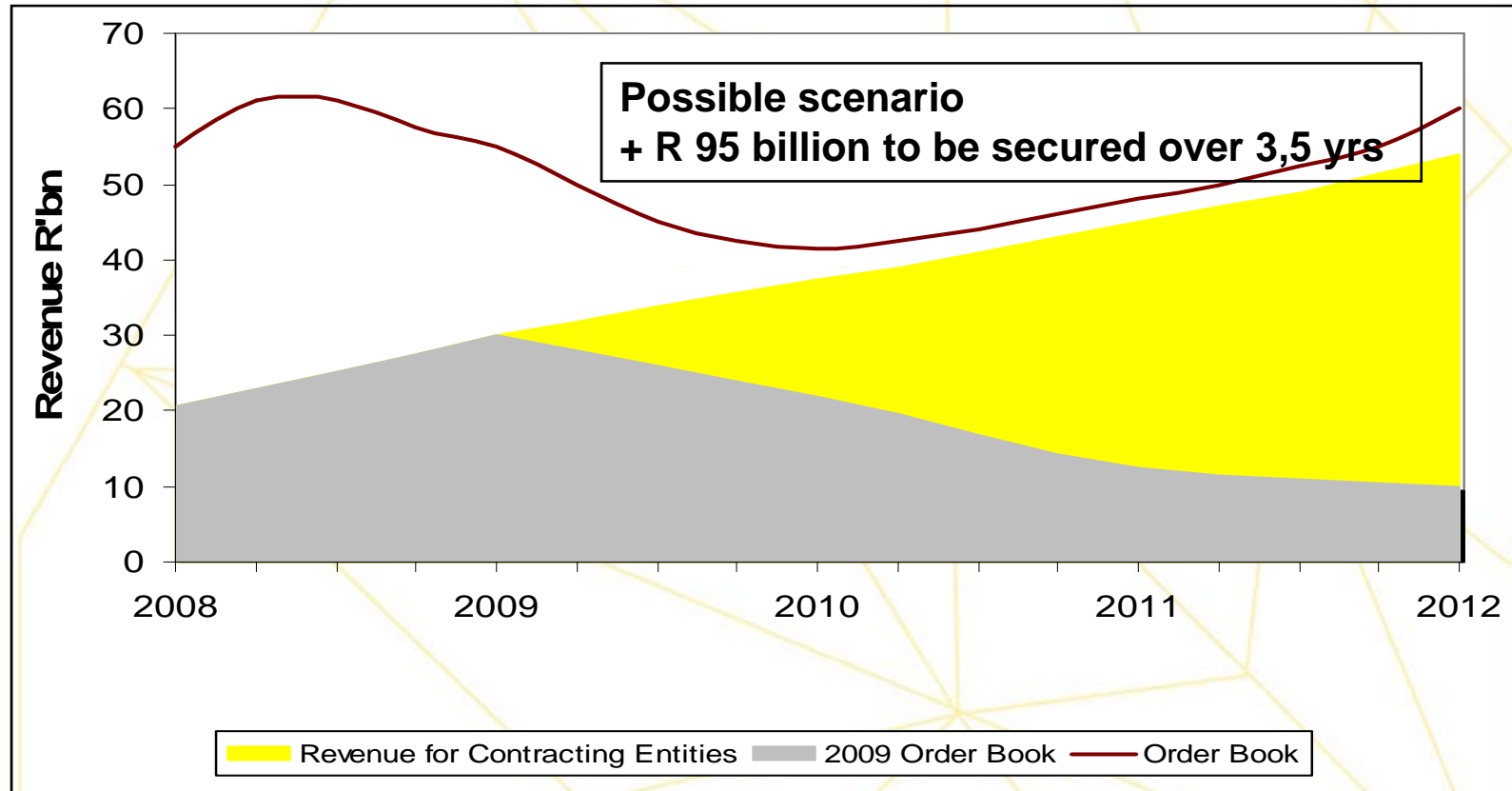


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Good Luck

www.murrob.com

