



MACQUARIE ANNUAL CONSTRUCTION CEO'S CONFERENCE

04 JUNE 2014

ENGINEERED EXCELLENCE

Safety

Recovery &
Growth

Financial
Performance

Outlook

Platform Update

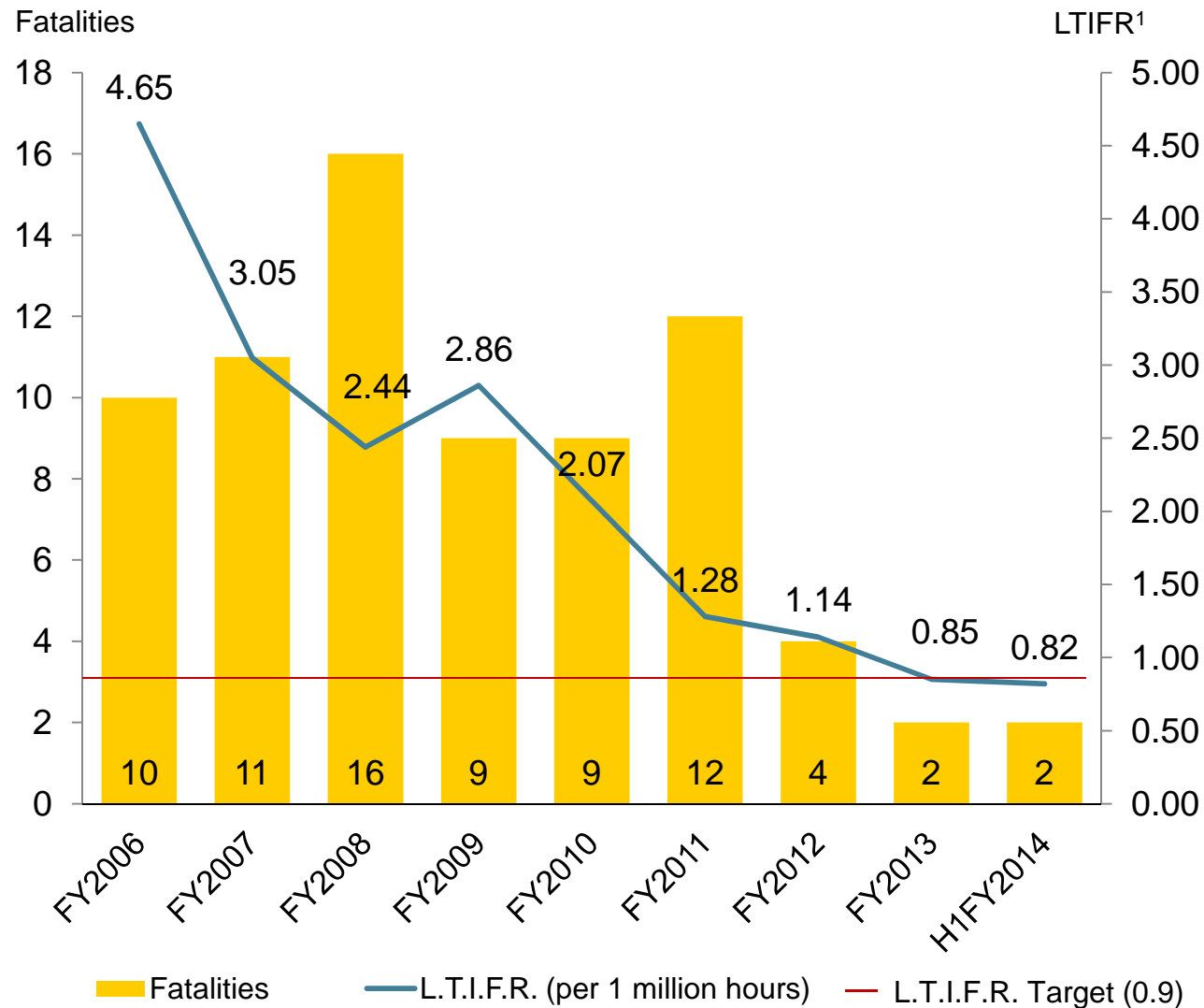
Major Claims
Update

Engineered
Excellence

A New Strategic
Future

SAFETY PERFORMANCE

TOGETHER TO ZERO HARM



- Regrettably, two fatalities recorded in H1 FY2014
- LTIFR of 0.82
- Visible Felt Leadership
- Launch of Group-wide Philisa Health and Wellness Programme

RECOVERY & GROWTH STRATEGY

THE RECOVERY YEAR – FY2012

During the Recovery Year Murray & Roberts has defined its position in the market with a 'Family Portrait'

Key Focus Areas

1 Re-organise & Re-energise

- Strengthen operational leadership & operational focus
- Reduce overhead
- Changes to business areas

2 Improve liquidity and resume dividend payment

- Cash from operations
- Claims on major projects
- Sale of discontinued operations

3 Realign Murray & Roberts

- Purpose and vision
- Values

4 Develop growth strategy

- Africa Engagement Strategy
- Growth through Acquisition
- Clough Strategy

Murray & Roberts Family Portrait

A Group of world class companies and brands aligned to the same purpose and vision, and guided by the same set of values with a common owner, Murray & Roberts Holdings Ltd

Stop.Think.Act.24/7: Safety first in everything we do

Construction Africa
and Middle East

Construction Global
Underground Mining

Construction
Australasia Oil &
Gas and Minerals

Engineering
Africa

Construction
Products Africa

Murray & Roberts Values

- Integrity
- Respect
- Care
- Accountability
- Commitment

Murray & Roberts Purpose

Delivery of infrastructure to enable economic and social development in a sustainable way

Murray & Roberts Vision

By 2020 we will be the leading diversified engineering and construction group

- in the global underground mining market, and
- selected emerging market natural resources and infrastructure sectors

RECOVERY & GROWTH STRATEGY

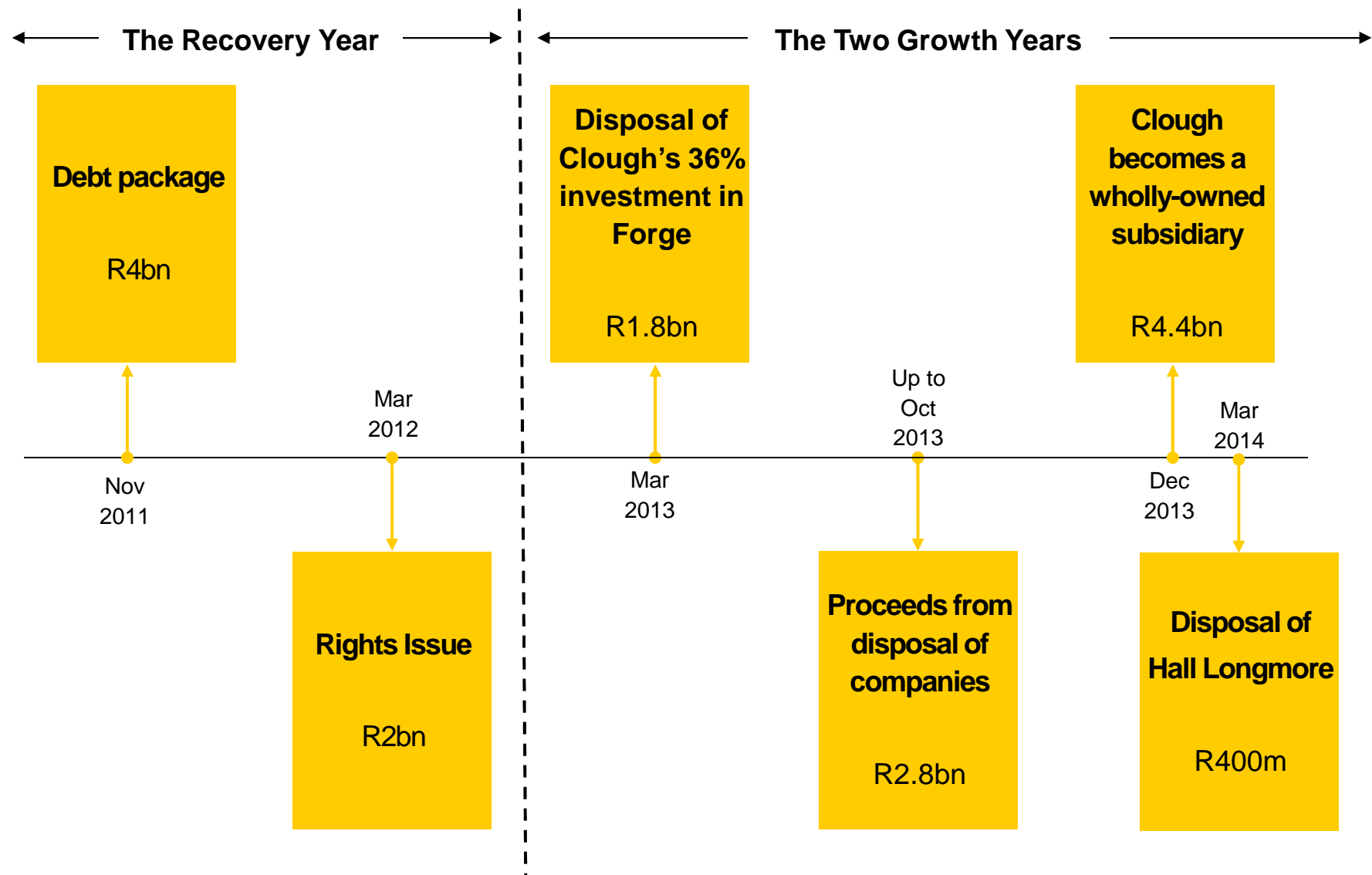
THE TWO GROWTH YEARS - FY2013/14

Solid Achievements But Value Not Yet Reflected In Share Price

▪ Enhance shareholder value – rerating and growth beyond	
▪ Resume dividend payments	
▪ Selective market segment re-positioning in support of long term growth objective	
▪ Increase offshore revenue base in support of long term growth objective	
▪ Deliver operational, risk and contractual management excellence	
▪ Enhance the attraction, retention, performance and diversity of our people	

RECOVERY & GROWTH STRATEGY

SIGNIFICANT CORPORATE ACTIVITY





RECOVERY & GROWTH STRATEGY

FAMILY PORTRAIT AT THE END OF THE RECOVERY & GROWTH PHASE

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Regional Operating Platforms

**Construction Africa and
Middle East**

Engineering Africa

International Operating Platforms

**Construction Global
Underground Mining**

**Construction Australasia
Oil & Gas and Minerals**

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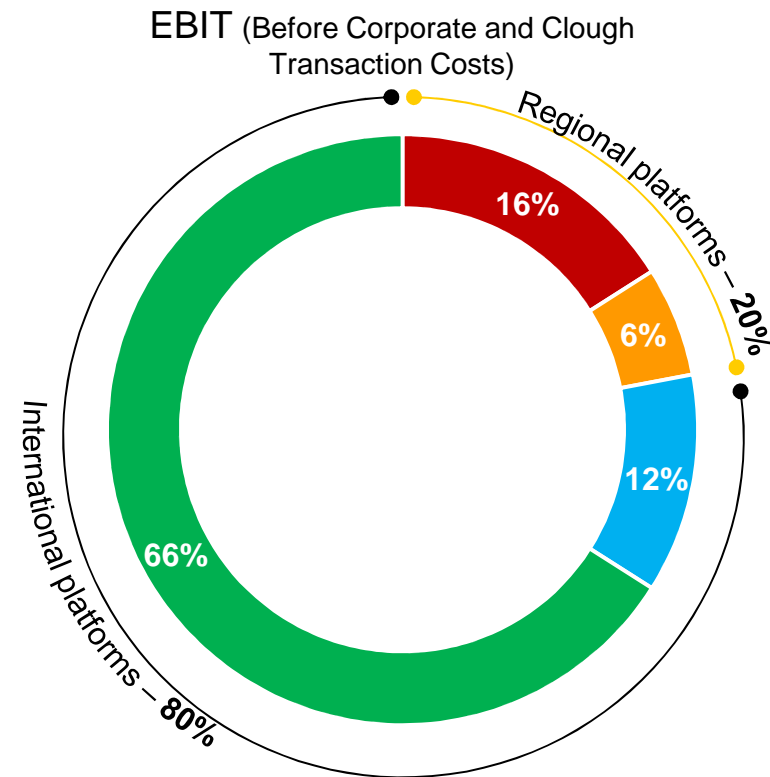
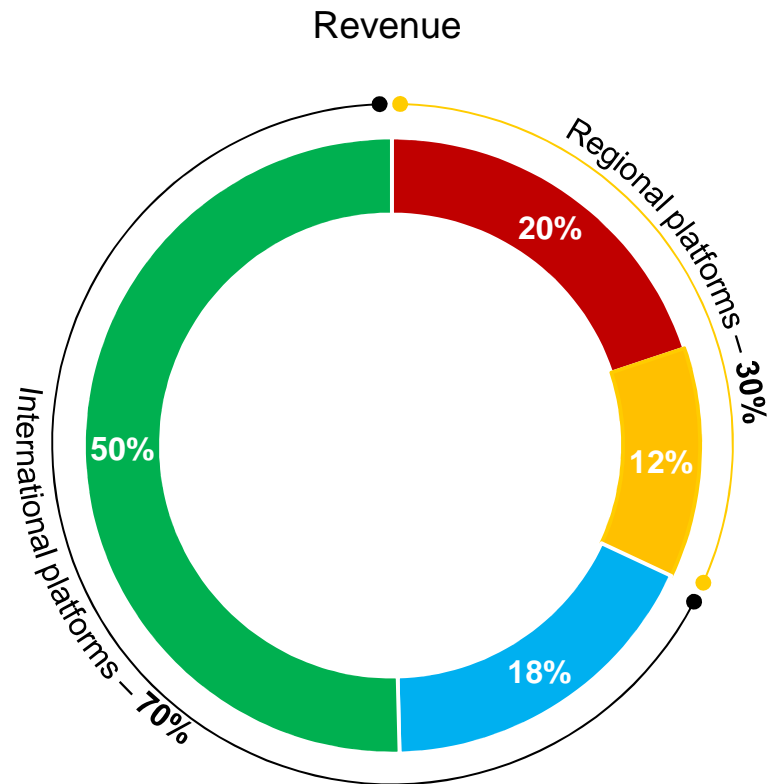
Murray & Roberts Vision

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- selected emerging market natural resources and infrastructure sectors

PLATFORM CONTRIBUTION

H1 FY2014



- Construction Australasia Oil & Gas and Minerals
- Construction Global Underground Mining
- Engineering Africa
- Construction Africa and Middle East

FINANCIAL YEARS 2013 AND 2014

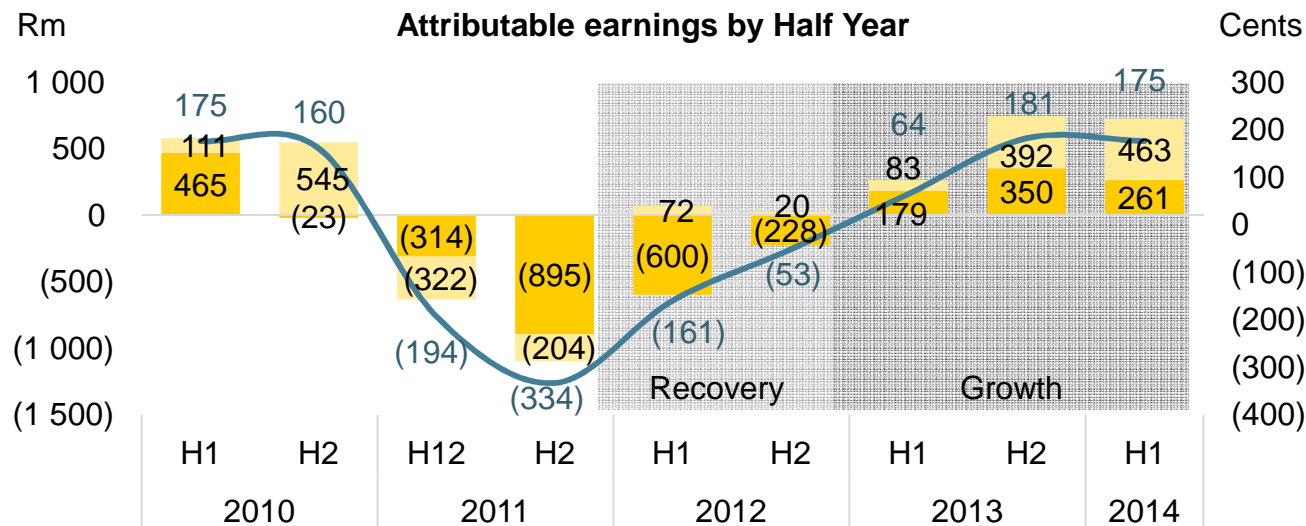
TWO DIFFERENT HALVES

	Financial Year 2013	Financial Year 2014
Half 1	<p>Attributable income</p> <ul style="list-style-type: none"> • Inclusive of six month's associate Forge income (R67m) • 62% of Clough investment <p>Continuing HEPS</p> <ul style="list-style-type: none"> • Inclusive of six month's associate Forge income (R67m) • 62% of Clough investment 	<p>Attributable income</p> <ul style="list-style-type: none"> • No contribution from Forge • 62% of Clough investment <p>Continuing HEPS</p> <ul style="list-style-type: none"> • No contribution from Forge • 62% of Clough investment
Half 2	<p>Attributable income</p> <ul style="list-style-type: none"> • Inclusive of three month's associate Forge income (R32m) and profit on disposal of Forge (R223m) • 62% of Clough investment <p>Continuing HEPS</p> <ul style="list-style-type: none"> • Inclusive of three month's associate Forge income (R32m) • 62% of Clough investment 	<p>Attributable income</p> <ul style="list-style-type: none"> • 100% of Clough investment (Inclusive of acquired Clough minority contribution) <p>Continuing HEPS</p> <ul style="list-style-type: none"> • 100% of Clough investment (Inclusive of acquired Clough minority contribution)

- **H1 FY2013 to H1 FY2014** - Excluding the contribution by Forge, continuing HEPS increased by **95%**
- **Strong H2 expected in FY2014** - 100% Clough contribution and strong operational performance

SUMMARISED FINANCIAL RESULTS

PROFITABLE GROWTH MAINTAINED

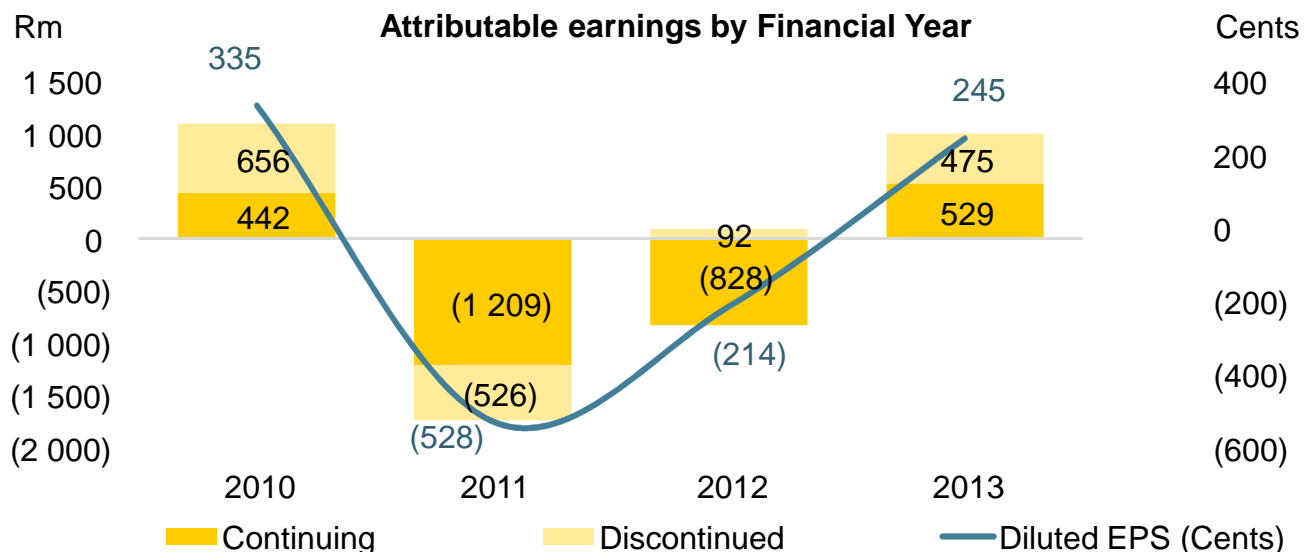


Forge Income

FY2013 – H1 six months; H2 three months and profit on sale

Clough Income

FY2014 - 100% of income reported as of H2



FY 2014 – Growth trend from continuing operations expected to continue in the medium-to long term

ROBUST ORDER BOOK : H1 FY2014

		Order book % split		Order book ⁽¹⁾ Rbn		Order book Rbn FY Time Distribution	
		SADC	Int.	Dec 2013	Jun 2013		
Regional	Construction Africa and Middle East	80	20	8.6	8.7	2014	3.1
						2015	4.5
						>2015	1.0
Regional	Engineering Africa	100	0	6.2	6.5	2014	2.0
						2015	2.1
						>2015	2.1
International	Construction Global Underground Mining	50	50	9.5	9.9	2014	2.6
						2015	3.6
						>2015	3.3
International	Construction Australasia Oil & Gas and Minerals	0	100	20.4	20.6	2014	8.1
						2015	10.7
						>2015	1.6
		40	60	44.7	45.7	2014: R15.8bn 2015: R20.9bn >2015: R8.0bn	

(1) Figures do not include Construction Products Africa order book

		Order book % split		Order book ⁽¹⁾ Rbn		Medium-to long term relative % EBIT contribution	Market prospects	% EBIT margin aspiration
		SADC	Int.	Dec 2013	Jun 2013			
Regional	Construction Africa and Middle East	80	20	8.6	8.7	±5	→	< 5.0
	Engineering Africa	100	0	6.2	6.5	±15	↑	5.0 - 7.5
International	Construction Global Underground Mining	50	50	9.5	9.9	±20	↑	5.0 - 7.5
	Construction Australasia Oil & Gas and Minerals	0	100	20.4	20.6	±60	→	5.0 - 7.5
		40	60	44.7	45.7	100		5.0 - 7.5

(1) Figures do not include Construction Products Africa order book

Regional	Construction Africa and Middle East	<ul style="list-style-type: none"> • Improved profit in H1 - market highly competitive with low margins • Middle East secured first project award in more than two years • Continue to derive value and build delivery reputation from operational excellence • Engage identified upstream and downstream elements of value chain to secure value and cyclical resistance • Leverage Africa local presence capabilities and partnerships
	Engineering Africa	<ul style="list-style-type: none"> • Murray & Roberts Projects is well positioned in the renewable power sector • Power programme (PP) order book (Medupi & Kusile) has performed well • Replacement of PP work to be secured from the renewables and petrochem sectors • Achieve market share in industrial water sector and further growth in the African mining water management space • Concor Engineering focussing on minerals handling and processing and Wade Walker entering the petrochem sector
International	Construction Global Underground Mining	<ul style="list-style-type: none"> • Challenging South African labour market,. Some signs of recovery through potential awards • Strong contribution by Zambian operations with the award of three contracts • Work has commenced on De Beers' Venetia diamond mine – competitive edge through utilisation of specialist skills and competence across the global platform • Americas showing encouraging signs of market improvement – more specifically the USA, Canada less so • Expand mine development service offering & consolidate local market raise boring position in Australia. Expansion also planned in Indonesia and Philippines.
	Construction Australasia Oil & Gas and Minerals	<ul style="list-style-type: none"> • Completed the acquisition of the minority shares in Clough • Strong operational and financial result in H1, performance to continue in H2 • Maintained a strong project order book • Focus on growing market share in the engineering, commissioning and asset support • The Australian oil & gas industry is transitioning to large Brownfields (opex) opportunities, but significant ongoing capex opportunities remain



102 Rivonia Road, Johannesburg





Portside, Cape Town



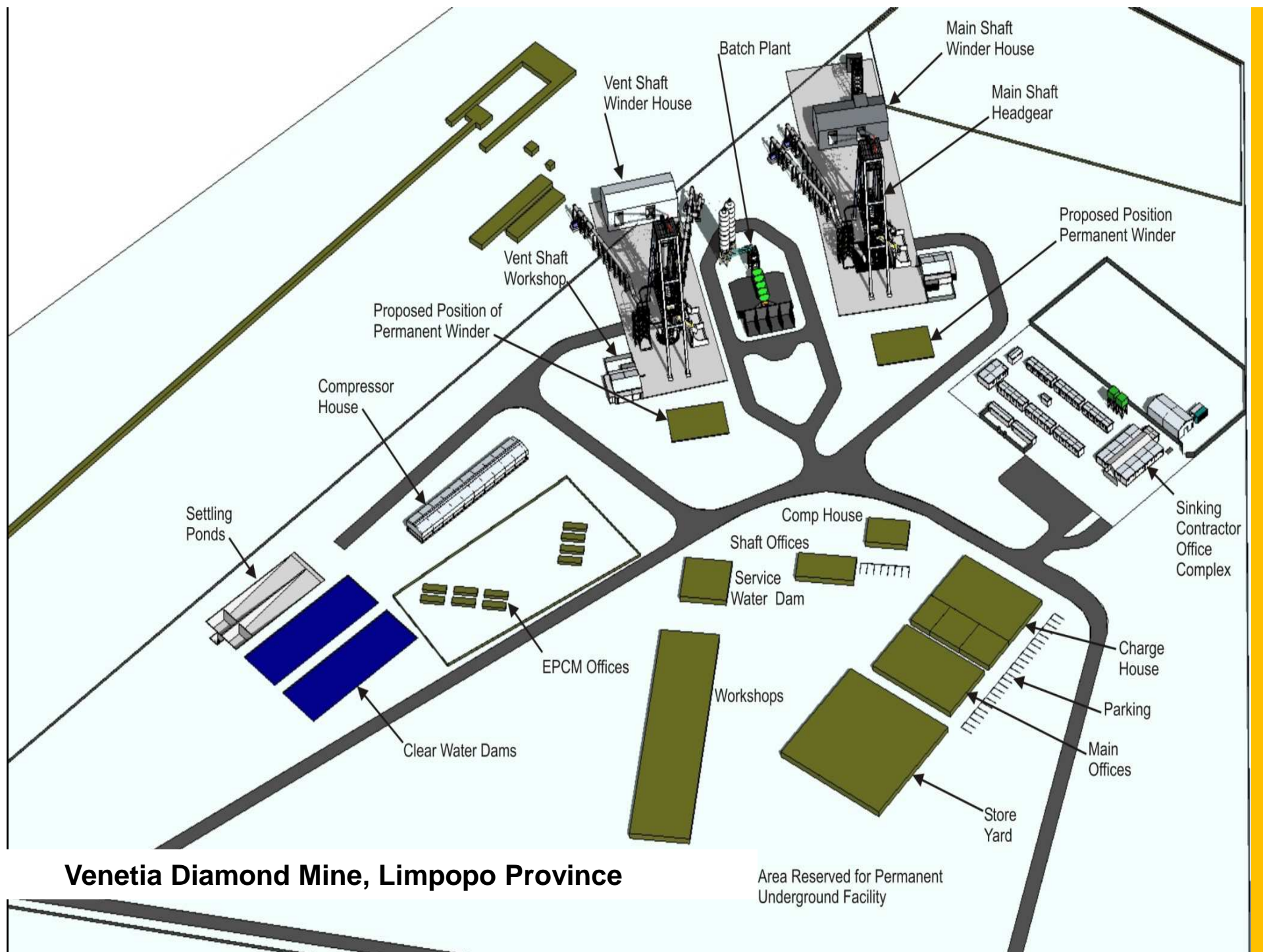


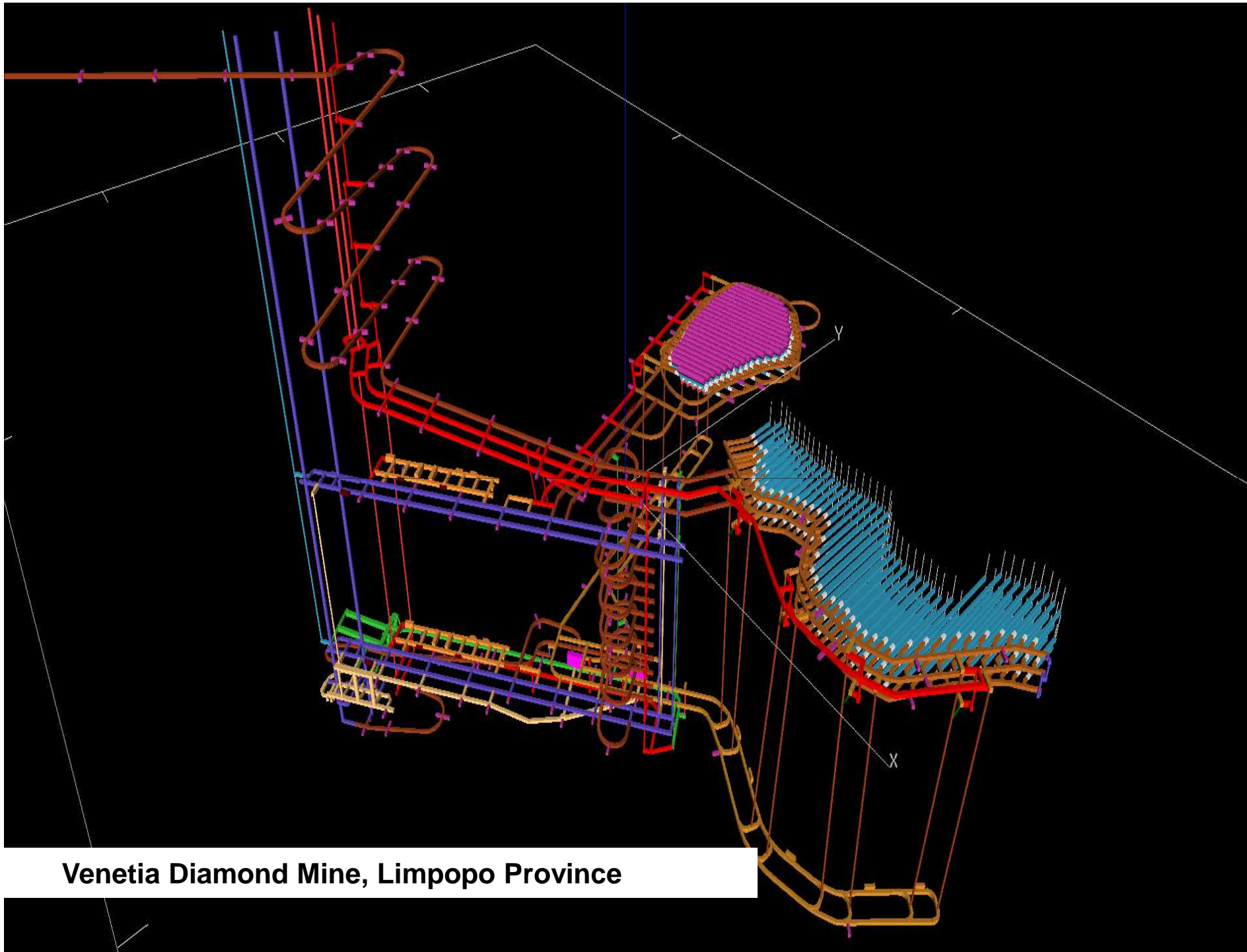
Baywest Mall, Port Elizabeth



NAAN3 Ammonium Nitrate plant, Western Australia







Venetia Diamond Mine, Limpopo Province



Venetia Diamond Mine, Limpopo Province



Picadilly Mine, Sussex, New Brunswick



Hoyle Pond, Timmins, Ontario

MAJOR CLAIMS UPDATE

COMPLEX AND PROTRACTED PROCESS

Gautrain Rapid Rail Link

Delay & Disruption Claim

- Commercial Closeout – 2016

Water Ingress Claim

- Ruled in Gauteng Province's favour in November 2013
- Technical experts appointed to provide solution

Sandton Cavern

- Ruling on principle in BCJV's favour
- Quantum hearing FY2015

GPMOF

On-going arbitration

- Quantum arbitration on design scheduled for July 2014

Negotiated settlement

- Parties are actively pursuing a negotiated settlement

Commercial Closeout – FY2015

Dubai International Airport

Respondent to claim determined. Arbitration continuing

Considering an alternative settlement mechanism

Commercial Closeout – FY2015

Recovery & Growth

- Regain SA market leadership
- Re-organise & Re-energise
- Improve liquidity & resume dividends
- Realign Murray & Roberts
- Develop & implement growth strategy

A large yellow arrow pointing from the 'Recovery & Growth' section to the 'Engineered Excellence' section.

Engineered Excellence

- Maximize shareholder value
- Focus on natural resources
- Diversify business model
- Enhance market valuation & positioning
- Enhance people safety, diversity & performance
- Deliver operational excellence

A NEW STRATEGIC FUTURE

PROJECT ENGINEERING, PROCUREMENT AND CONSTRUCTION

		OPERATING PLATFORMS				
MARKET SEGMENT		Water	Oil & Gas	Underground Mining	Power & Industrial	Civil Infrastructure
GEOGRAPHY		Selected International Markets	Selected International Markets	Selected International Markets	Selected African Markets	Selected African Markets
LEAD BRAND		TBD	Clough	Cementation Mining	Murray & Roberts Power & Industrial	Murray & Roberts Construction
PROJECT VALUE CHAIN	Development & Financing					
	Planning	○				
	Design Engineering	○	○	○	○	
	Detailed Engineering	○	✓	✓	✓	✓
	Procurement	○	✓	✓	✓	✓
	Construction	○	✓	✓	✓	✓
	Commissioning	○	✓	✓	✓	✓
	Operations	○		✓		
	Maintenance	○	✓	○	○	

○ New targeted service offering

✓ Existing service offering

ENGINEERED EXCELLENCE 25



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