



# AUDITED GROUP RESULTS

FOR THE YEAR ENDED 30 JUNE 2008

# Agenda

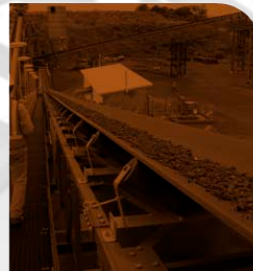


Highlights

Financial review

Segmental review  
& prospects

Group prospects





# Highlights

# Reaffirming the Group Strategy

Product and geographic diversification towards a balanced portfolio of businesses, providing a higher blended margin superior to that of a purely South African construction business

**Moving the group from a contractor to a diversified construction services, materials and investment group**

## WHY?

- To reduce earnings volatility within the infrastructure sector
- To capture multiple margin streams across the construction value chain
- To increase sustainable revenue and profit

## HOW?

- Increase capability to secure and execute larger multi-disciplinary contracts
- Increase the contribution of manufacturing and construction materials to the product portfolio
- Develop, invest in, and operate concessions and property assets



# Highlights

## Delivery on commitments

 Net margin, after all costs, increased from 5.1%\* to 7.1%\*

- Construction margin enhanced from 3.7% to 5.4%
- Infrastructure spend-related work is almost 80% of Construction revenue

 R1.8bn cash generated from operations

 Improved quality of earnings



*\* Before upward fair value adjustments*

# Financial Highlights

|                                                  | F2008<br>vs. F2007 | 2008<br>Audited | 2007<br>Audited | 2006<br>Audited |
|--------------------------------------------------|--------------------|-----------------|-----------------|-----------------|
| Revenue – Rm                                     | ↑ 16%              | 8 900           | 7 689           | 5 865           |
| Operating profit – Rm*                           | ↑ 62%              | 636             | 392             | 241             |
| Fully diluted earnings per share – Rand          | ↑ 58%              | 3,79            | 2,40            | 0,65            |
| Fully diluted headline earnings per share – Rand | ↑ 70%              | 3,98            | 2,33            | 0,63            |
| Dividends per share – cents                      | ↑ 46%              | 105             | 72              | 56              |

\* Before upward fair value adjustments



# Financial review

# Improved disclosure

## Revised Annual Report and additional disclosures

 Annual Review for all shareholders

 Full Annual Report for interested stakeholders

 Improved disclosures on:

- Sector reporting by business segments
- Sector reporting by geographies
- Operational reviews strengthened
- Financial risks including credit, liquidity, interest rate, and foreign exchange risk
- Debt : Equity analysis
- Updated super-ordinate goals
- 1-year and total order book by geography and by business segment



# Income statement

| Rm                                  | % Change | 2008 Audited | 2007 Audited | 2006 Audited |
|-------------------------------------|----------|--------------|--------------|--------------|
| Revenue                             | 16       | 8 900        | 7 689        | 5 865        |
| Operating margin %*                 | -        | 7.1%         | 5.1%         | 4.1%         |
| Operating profit **                 | 62%      | 636          | 392          | 241          |
| Other income / (expenses) – net     | -        | 111          | 23           | (70)         |
| Profit before interest and taxation | 80%      | 747          | 415          | 171          |
| Finance costs                       | 95%      | (82)         | (42)         | (30)         |
| Profit before taxation              | 78%      | 665          | 373          | 141          |
| Effective tax rate                  | -        | 31%          | 35%          | 45%          |
| Profit from continuing operations   | 88%      | 457          | 244          | 78           |
| Loss from discontinued operations   | -        | (28)         | (1)          | (21)         |
| Net income                          | 77%      | 429          | 243          | 57           |

\* Includes Pension Fund surpluses which had the following positive effect on Group margins:  
2008: 0.3%, 2007: 0.6%, 2006: 0.3%

\*\* Before upward fair value adjustments



# Key financial ratios at Group Five

|                                               | 2008<br>Audited | 2007<br>Audited | 2006<br>Audited | Targets               |
|-----------------------------------------------|-----------------|-----------------|-----------------|-----------------------|
| Dividend Cover                                | 4.3             | 4.0             | 1.3             | 4.0                   |
| Operating profit margin %                     | 7.1             | 5.1             | 4.1             | 7 - 9                 |
| Net gearing – debt to equity ratio %          | -               | 36.9            | -               | 33                    |
| Interest cover                                | 9.1             | 9.9             | 5.6             | 10                    |
| Cash generated (Rm)                           | 1 195           | 60              | 391             | cash generative       |
| Cash on hand at year end (Rm)                 | 1 824           | 629             | 569             | n/a                   |
| External guarantees unutilised (Rm)           | 3 000           | 3 006           | 1 410           | 40% of revenue growth |
| Return on shareholders interest %             | 23.1%           | 20.5%           | 21.6%           | 25%                   |
| Secured 12 month Construction order book (Rm) | 8 514           | 4 833           | 4 653           | 67% of budget         |
| Revenue over-border %                         | 34%             | 42%             | 37%             | 33%                   |



# Balance sheet highlights

| Rm                                             | 2008<br>Audited | 2007<br>Audited |
|------------------------------------------------|-----------------|-----------------|
| <b>ASSETS</b>                                  |                 |                 |
| Non-current assets                             | 2 569           | 2 098           |
| Other current assets                           | 4 709           | 3 955           |
| Bank balances and cash                         | 1 836           | 671             |
| Non-current assets classified as held for sale | 136             | 164             |
| Total assets                                   | 9 250           | 6 888           |
| <b>EQUITY AND LIABILITIES</b>                  |                 |                 |
| Capital and reserves                           | 2 023           | 1 622           |
| Non-current liabilities                        | 1 173           | 997             |
| Current liabilities                            | 6 043           | 4 227           |
| Bank overdrafts                                | 11              | 42              |
| Total equity and liabilities                   | 9 250           | 6 888           |



# Cash flow

| Rm                      | 2008<br>Audited | 2007<br>Audited | 2006<br>Audited |
|-------------------------|-----------------|-----------------|-----------------|
| Operating cash          | 799             | 554             | 307             |
| Working capital changes | 1 018           | (456)           | 294             |

|                             |       |       |
|-----------------------------|-------|-------|
| Trade and other payables    | 1 779 | 303   |
| Trade and other receivables | (935) | (712) |
| Contracts in progress       | 332   | (67)  |
| Inventories                 | (158) | 20    |
| Total change                | 1 018 | (456) |



# Cash flow

| Rm                                                             | 2008<br>Audited | 2007<br>Audited | 2006<br>Audited |
|----------------------------------------------------------------|-----------------|-----------------|-----------------|
| Operating cash                                                 | 799             | 554             | 307             |
| Working capital changes                                        | 1 018           | (456)           | 294             |
| Cash from operations                                           | 1 817           | 98              | 601             |
| Finance costs                                                  | (82)            | (42)            | (30)            |
| Tax and dividends paid                                         | (276)           | (162)           | (194)           |
| Net cash from operating activities                             | 1 460           | (106)           | 377             |
| Fixed assets – (net)                                           | (73)            | (112)           | 21              |
| Investments and financing – (net)                              | 66              | 252             | 94              |
| Cash generated from / (utilised in)<br>discontinued operations | -               | 26              | (101)           |
| Increase in cash                                               | 1 195           | 60              | 391             |
| Cash and cash equivalents on hand<br>– end of year             | 1 824           | 629             | 569             |



# Capital expenditure

| R'000                  | 2009<br>Budget | 2008<br>Audited |
|------------------------|----------------|-----------------|
| Manufacturing          |                |                 |
| Expansion              | -              | 49 379          |
| Maintenance            | -              | -               |
| Construction Materials |                |                 |
| Expansion              | 74 900         | 120 171         |
| Maintenance            | 61 400         | 65 987          |
| Construction           |                |                 |
| Expansion              | 91 000         | 123 950         |
| Maintenance            | 56 344         | 37 555          |
| Information Technology | 18 000         | 34 590          |
| Other                  | -              | 17 709          |
| <b>TOTAL</b>           | <b>301 644</b> | <b>449 341</b>  |
| 2007                   |                | 374 214         |
| 2006                   |                | 265 993         |





# Segmental review & prospects

# The Group structure - A more balanced sector portfolio



## INVESTMENTS AND CONCESSIONS

INFRASTRUCTURE  
CONCESSIONS

PROPERTY  
DEVELOPMENTS



## MANUFACTURING

EVERITE

GROUP FIVE PIPE

STRUCTURAL STEEL  
AND FORMWORK

BARNES REINFORCING



## CONSTRUCTION MATERIALS

QUARRY CATS

AFRIMIX

BERNOBERG

SKY SANDS



## CONSTRUCTION

BUILDING & HOUSING

CIVIL ENGINEERING

ENGINEERING PROJECTS

Share of Group operating profit:

40% (Target 50%)

60% (Target 50%)

# The Group structure - A more balanced sector portfolio



## INVESTMENTS AND CONCESSIONS

INFRASTRUCTURE  
CONCESSIONS

PROPERTY  
DEVELOPMENTS



## MANUFACTURING

EVERITE

GROUP FIVE PIPE

STRUCTURAL STEEL  
AND FORMWORK

BARNES REINFORCING



## CONSTRUCTION MATERIALS

QUARRY CATS

AFRIMIX

BERNOBERG

SKY SANDS



## CONSTRUCTION

BUILDING & HOUSING

CIVIL ENGINEERING

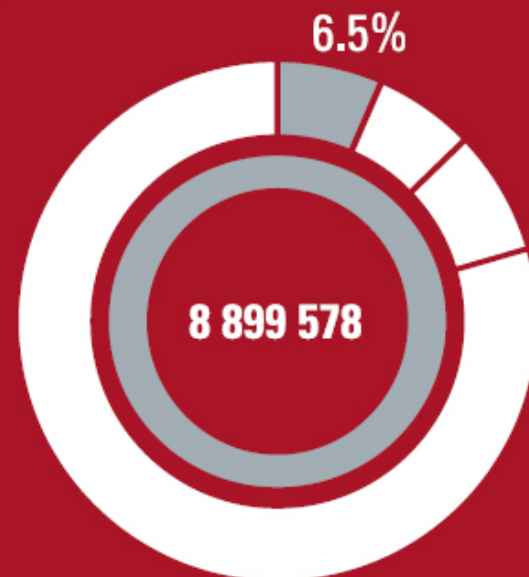
ENGINEERING PROJECTS

# Investments and Concessions



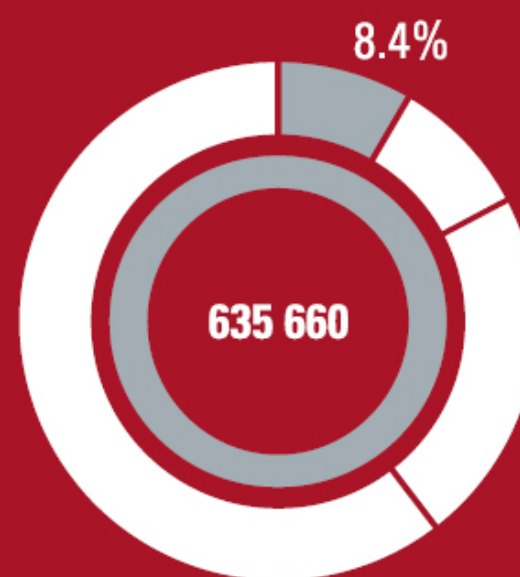
# Investments and Concessions

CONTRIBUTION TO  
GROUP REVENUE – F2008  
(R'000)



● 581 685 INVESTMENTS  
& CONCESSIONS

CONTRIBUTION TO  
OPERATING PROFIT – F2008  
(R'000)

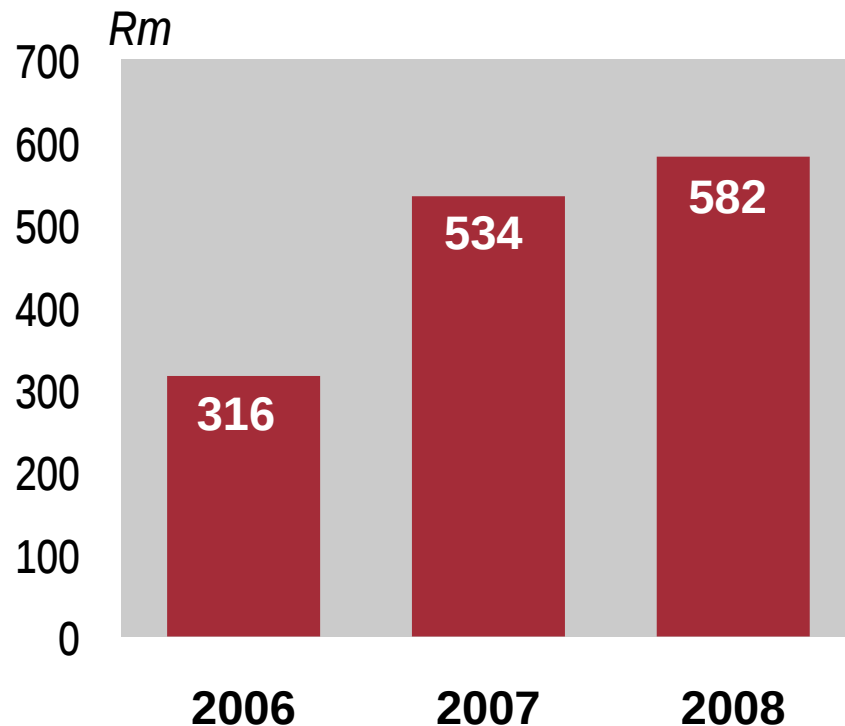


● 53 482 INVESTMENTS  
& CONCESSIONS

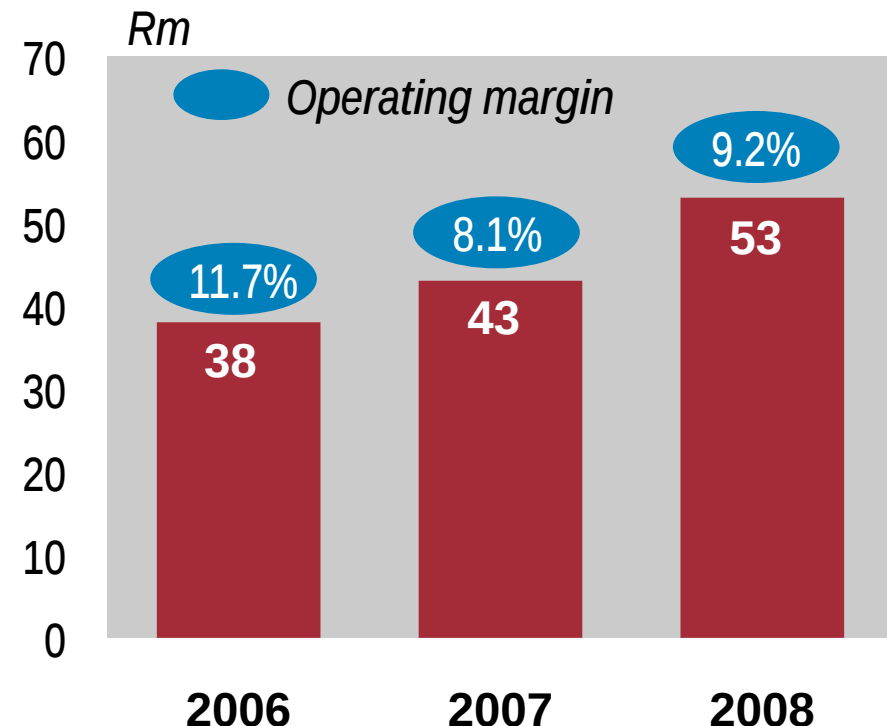
Investments &  
Concessions

# Investments and Concessions

Revenue  9%\*



Operating Profit  24%\*

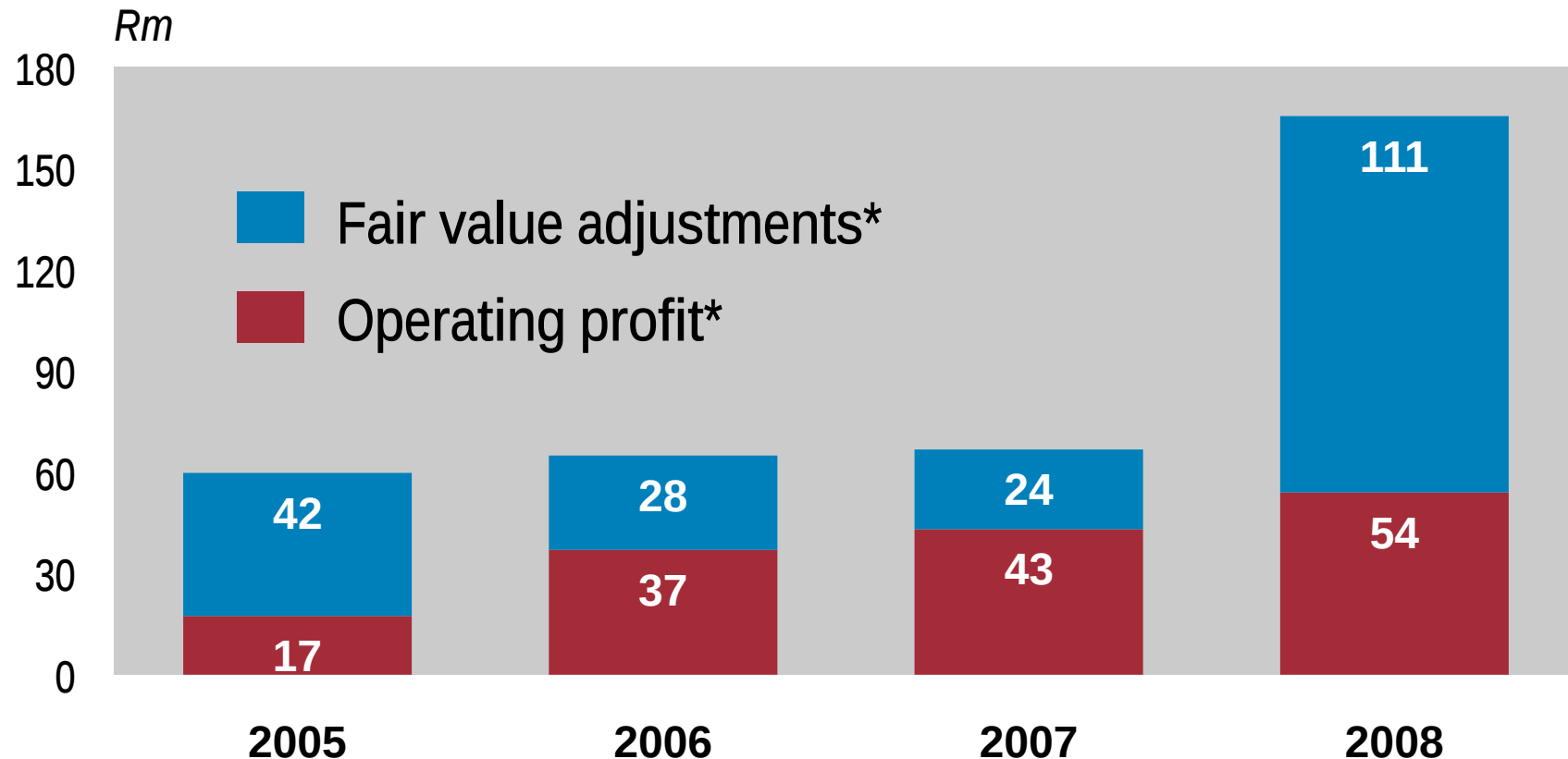


Investments &  
Concessions

\* 2008 versus 2007

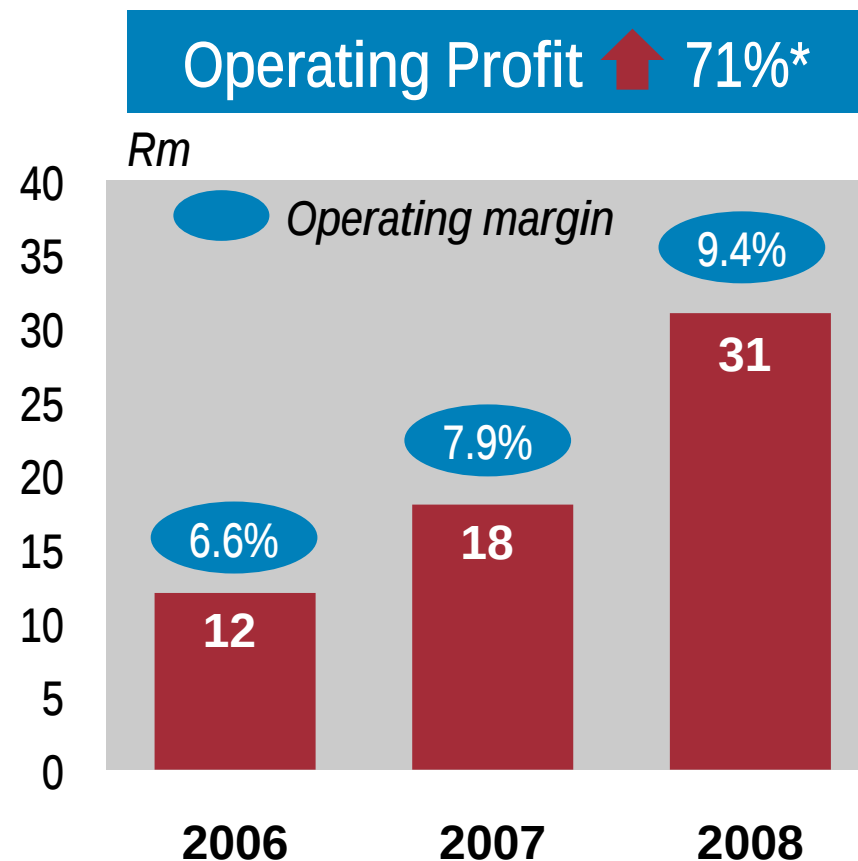
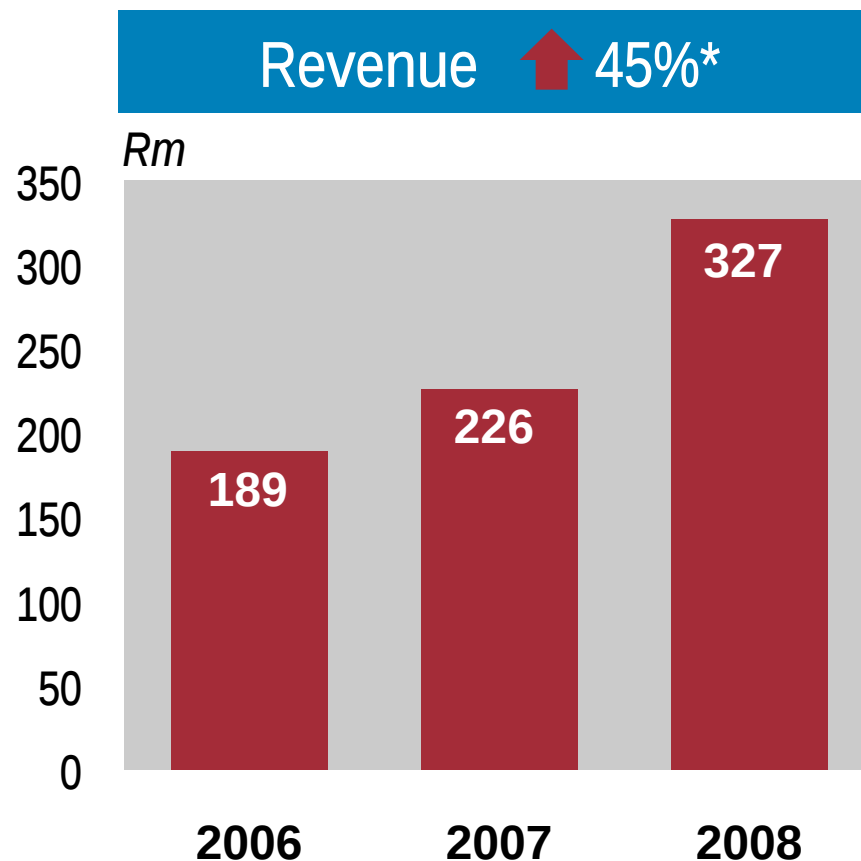
Excluding Fair Value Adjustments

# Investments and Concessions



The contribution of these businesses to the Group valuation should take into account both operating profit and fair value growth

# Infrastructure Concessions



The contribution of this business to the group should take into account the growth in the fair value of the assets

Investments &  
Concessions

\* 2008 versus 2007

Excl. Fair Value Adjustments

AUDITED GROUP RESULTS FOR THE YEAR ENDED 30 JUNE 2008

# Infrastructure Concessions

## Performance:

-  The business enjoyed an excellent year
  - Polish A1 Motorway commenced operation
-  Outside of operating profits, R111m (2007: R14m) fair value increase enhanced by sale of M5 motorway concession in Hungary
-  Achieved financial close on R12bn M6 Phase III contract in Hungary where Intertoll acquired 10% investment

## Prospects:

### Tollroad prospects:

- Phase 2 A1 Motorway in Poland
- D1 Toll road in Slovakia
- N1/N2 Winelands, SA

### Other prospects:

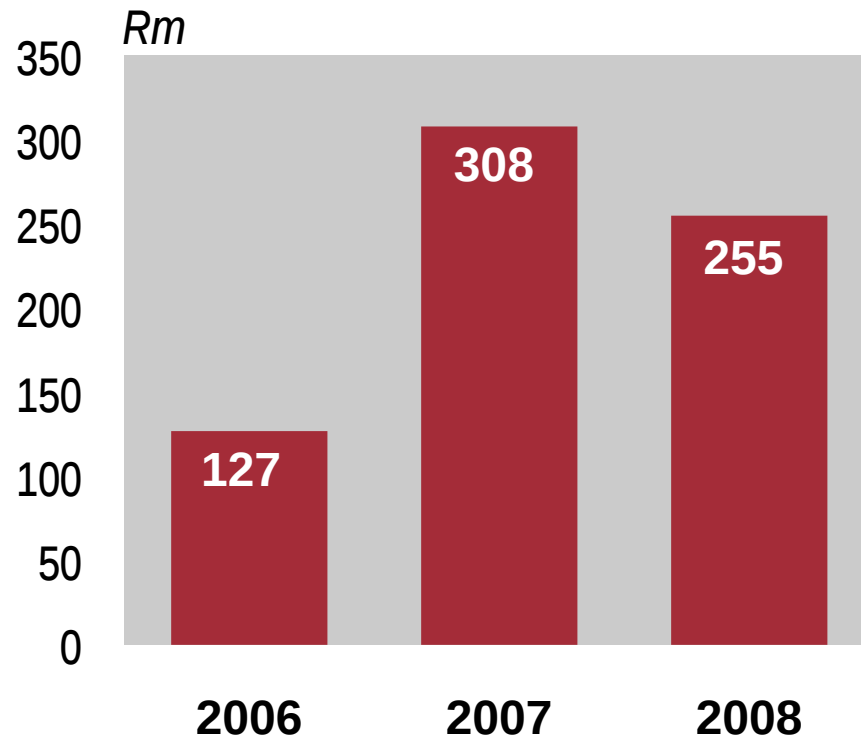
- PPPs:
  - Prisons
  - Hospitals
  - Govt. buildings
- Private power IPPs

# Property Developments

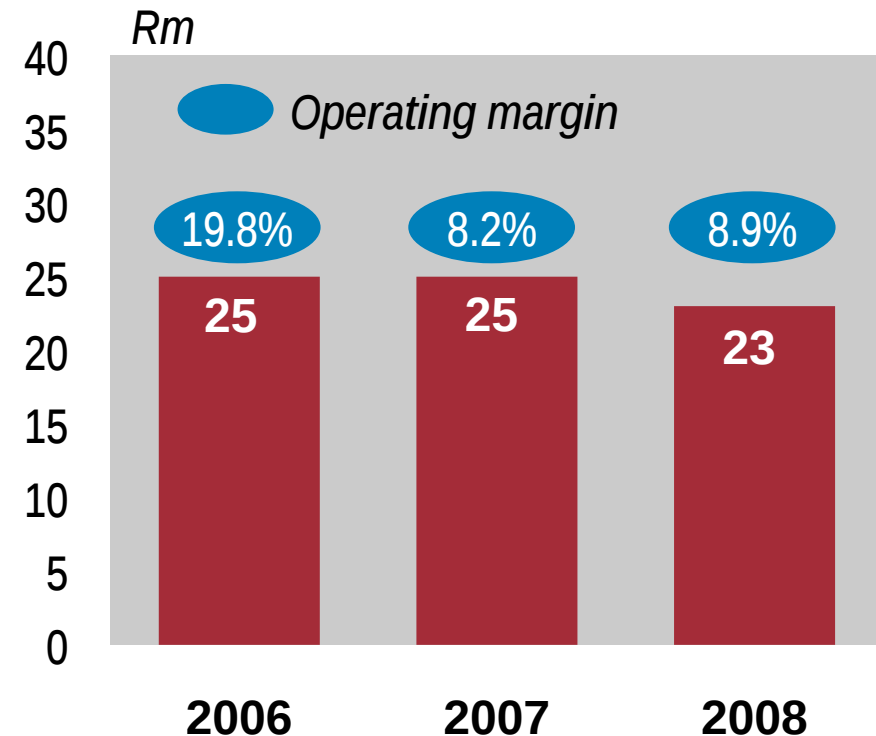


# Property Developments

Revenue ↓ -17%\*



Operating Profit ↓ -10%\*



Operating profit slightly down as expected

Investments &  
Concessions

\* 2008 versus 2007

No fair value adjustments in 2008 (2007: R9,4m)

# Property Developments

## Prospects:

-  Property Development consists of:
  - Long-term investment portfolio
  - Shorter-term development for resale portfolio
-  The group continued to realign its portfolios by divesting selectively, particularly from the residential sector
-  Additions to the portfolios align with core group interests in Construction, Manufacturing and Construction Materials
-  New projects are A-grade and all have power allocations:
  - Waterfall City, Midrand
  - Marina Glenn, East London
  - Greenoaks and Wedgewood, Sandton
-  New developments will take time to realise and revenue and profits expected to be lower over the next 2 years during the reinvestment cycle

# The Group structure - A more balanced sector portfolio



## INVESTMENTS AND CONCESSIONS

INFRASTRUCTURE  
CONCESSIONS

PROPERTY  
DEVELOPMENTS



## MANUFACTURING

EVERITE

GROUP FIVE PIPE

STRUCTURAL STEEL  
AND FORMWORK

BARNES REINFORCING



## CONSTRUCTION MATERIALS

QUARRY CATS

AFRIMIX

BERNOBERG

SKY SANDS



## CONSTRUCTION

BUILDING & HOUSING

CIVIL ENGINEERING

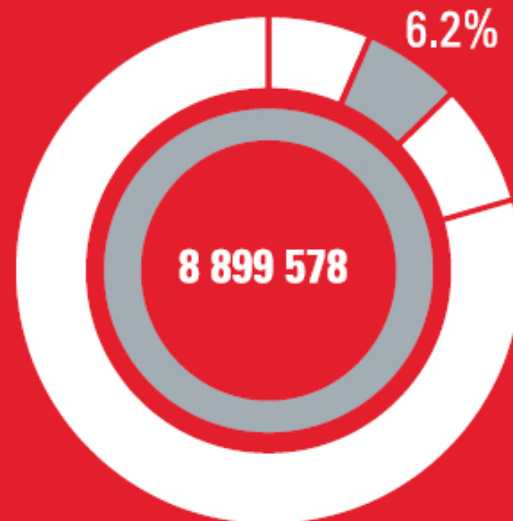
ENGINEERING PROJECTS

# Manufacturing



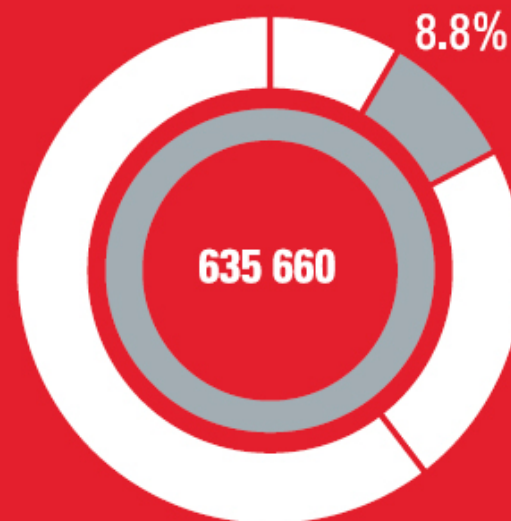
# Manufacturing

CONTRIBUTION TO  
GROUP REVENUE – F2008  
(R'000)



● 554 656 MANUFACTURING

CONTRIBUTION TO  
OPERATING PROFIT – F2008  
(R'000)



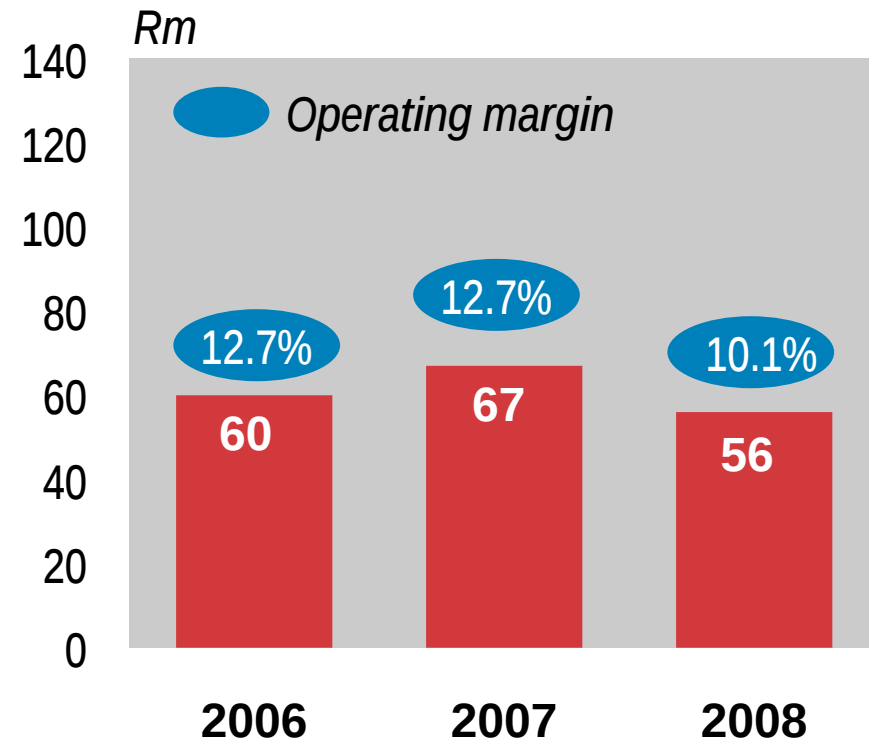
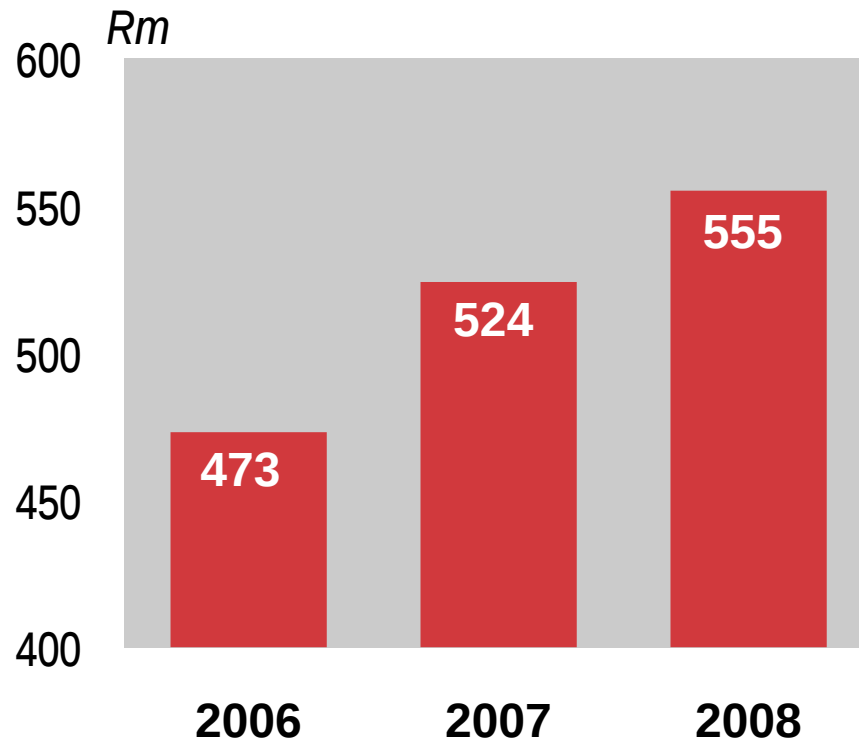
● 56 211 MANUFACTURING

Manufacturing

# Manufacturing

Revenue  6%\*

Operating Profit  -16%\*



Everite and Group Five Pipe experienced a difficult year, although performance recovered in H2

Manufacturing

\* 2008 versus 2007

# Manufacturing

## Performance:

 Manufacturing re-focused into two businesses:

- 30%: Steel (BRI, Group Five Pipe, Steel Fabrication)
- 70%: Everite

 H1 down 50% vs H2 up 28% as Steel increased its contribution and Everite benefited from firmer pricing and better volumes

 Steel:

- Group Five Pipe slightly down due to delay in large water projects
- Start-ups (BRI and Steel Fabrications) made good contributions

 Everite:

- Buildware merchant market slowed substantially in Q2
- Market share won back from competing materials in H2
- Price increases supported by weaker Rand in H2

# Manufacturing

## Prospects:

### Steel:

- Group Five Pipe anticipates large water project awards in F2009
- BRI and Steel Fabrication businesses will continue to accelerate, benefitting from the wider Group's record order book

### Everite:

- Broader product range accesses associated markets
- Govt. sponsored mass- and temporary housing projects set to roll out in F2009
- Steel frame housing market gaining momentum
- Asbestos ban will support volumes
- The Group is evaluating potential strategic partners

# The Group structure - A more balanced sector portfolio



## INVESTMENTS AND CONCESSIONS

INFRASTRUCTURE  
CONCESSIONS

PROPERTY  
DEVELOPMENTS



## MANUFACTURING

EVERITE

GROUP FIVE PIPE

STRUCTURAL STEEL  
AND FORMWORK

BARNES REINFORCING



## CONSTRUCTION MATERIALS

QUARRY CATS

AFRIMIX

BERNOBERG

SKY SANDS



## CONSTRUCTION

BUILDING & HOUSING

CIVIL ENGINEERING

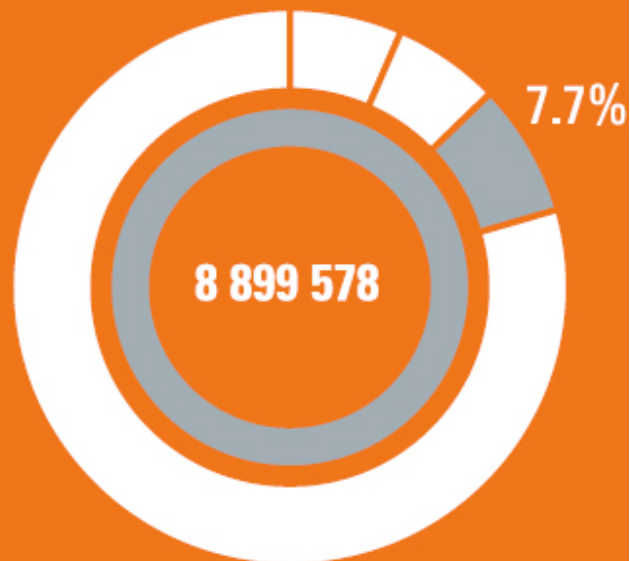
ENGINEERING PROJECTS

# Construction Materials



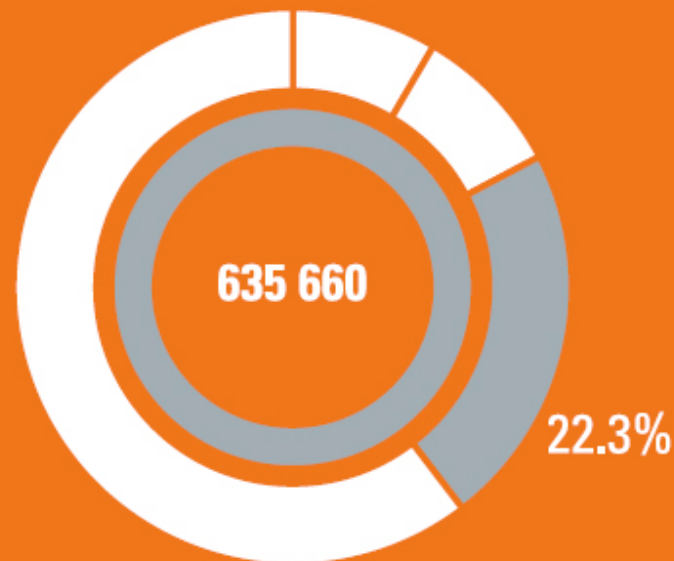
# Construction Materials

CONTRIBUTION TO  
GROUP REVENUE – F2008  
(R'000)



● 689 220 CONSTRUCTION  
MATERIALS

CONTRIBUTION TO  
OPERATING PROFIT – F2008  
(R'000)

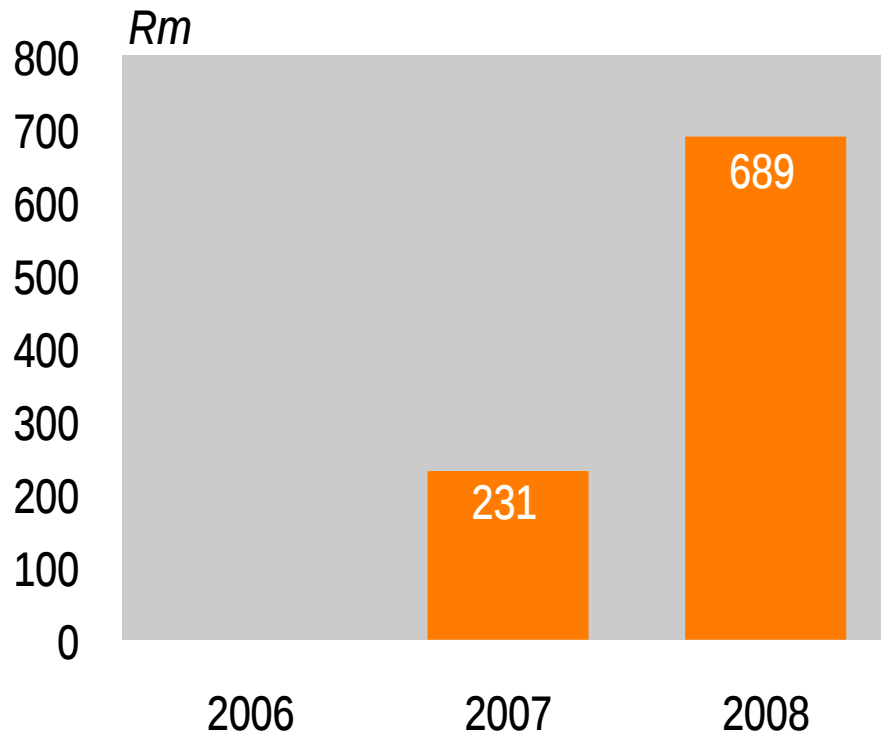


● 141 946 CONSTRUCTION  
MATERIALS

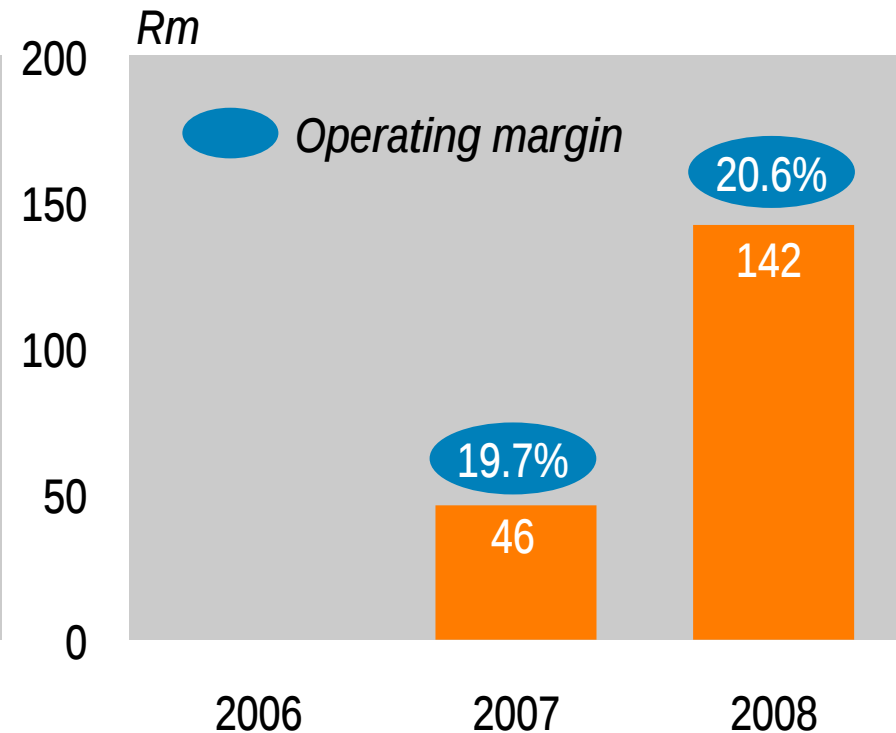
Construction  
Materials

# Construction Materials

## Revenue



## Operating Profit



- First full year contribution from Quarry Cats & Sky Sands
- 21% margin exceeds objective

# Construction Materials

## Performance:

### Market conditions:

- Strong building market conditions in Gauteng in H1
- Heavy rains dampened sales in H2
- High interest rates affected building market off-take in Q4
- Continued strong demand from large infrastructure projects

 Given difficult market conditions, the businesses performed exceptionally well and showed only a slight decrease in operating profit off higher volumes in H2

# Construction Materials

## Prospects:

-  Rationale of acquiring quarries in Gauteng will continue to pay off as roads development accelerates
-  Strong internal demand from SANRAL projects won by Civils
-  Higher specification construction materials is a competitive advantage in the infrastructure market
-  Contract mining services provides sectoral diversification and long term opportunities
-  However earnings in H1 2009 will be constrained by challenging conditions in the building market

# The Group structure - A more balanced sector portfolio



## INVESTMENTS AND CONCESSIONS

INFRASTRUCTURE  
CONCESSIONS

PROPERTY  
DEVELOPMENTS



## MANUFACTURING

EVERITE

GROUP FIVE PIPE

STRUCTURAL STEEL  
AND FORMWORK

BARNES REINFORCING



## CONSTRUCTION MATERIALS

QUARRY CATS

AFRIMIX

BERNOBERG

SKY SANDS



## CONSTRUCTION

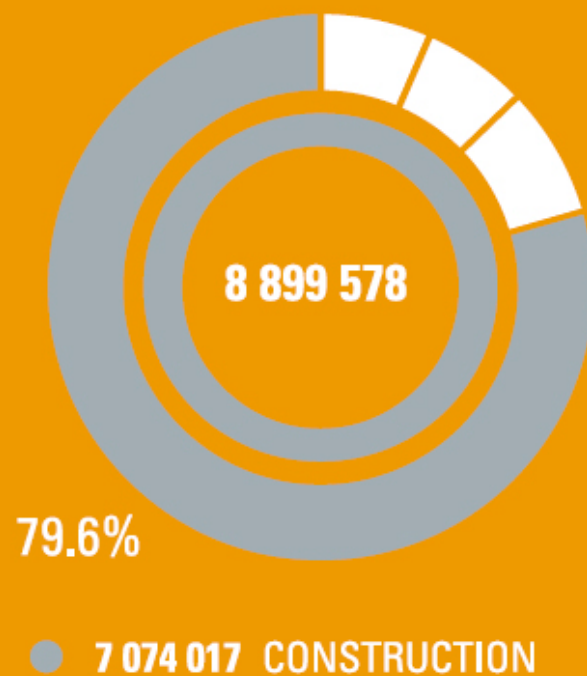
BUILDING & HOUSING

CIVIL ENGINEERING

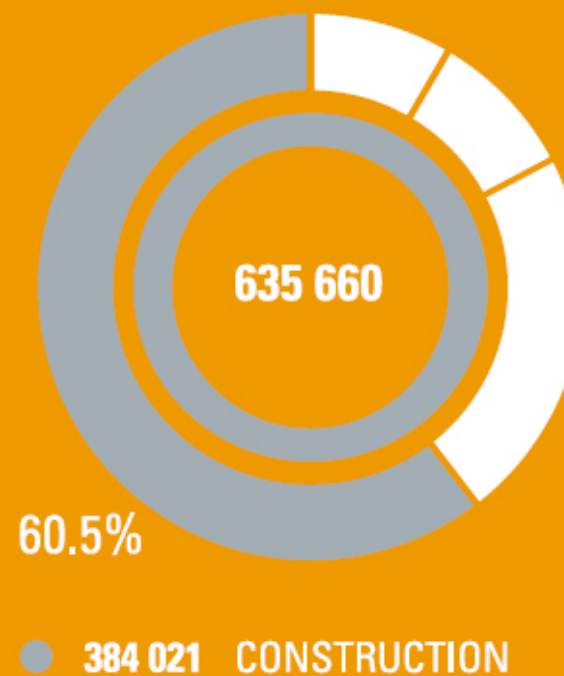
ENGINEERING PROJECTS

# Construction

CONTRIBUTION TO  
GROUP REVENUE – F2008  
(R'000)



CONTRIBUTION TO  
OPERATING PROFIT – F2008  
(R'000)

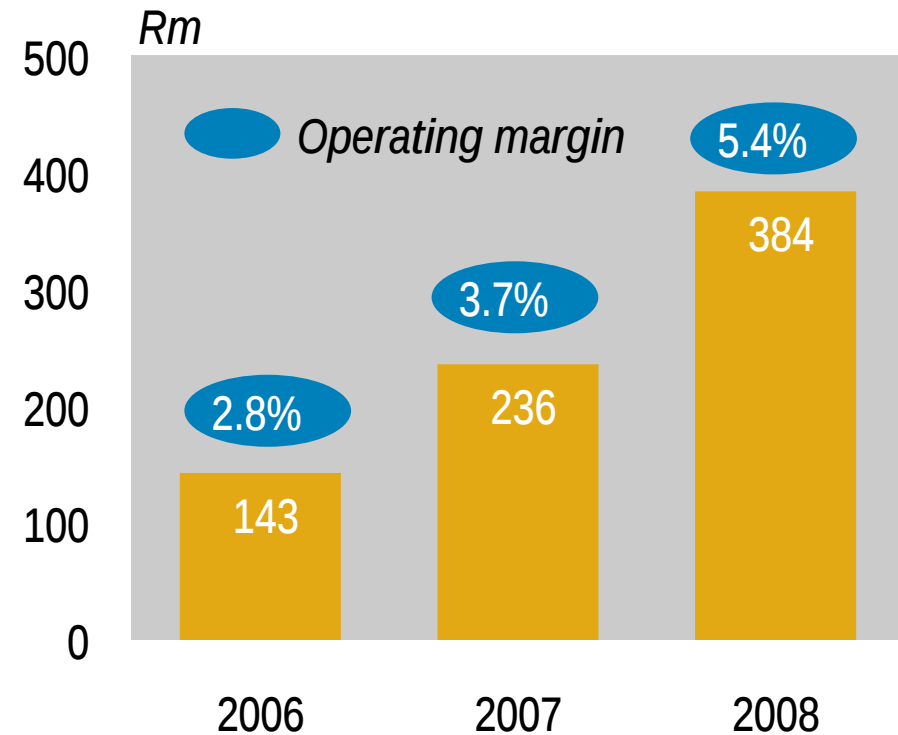
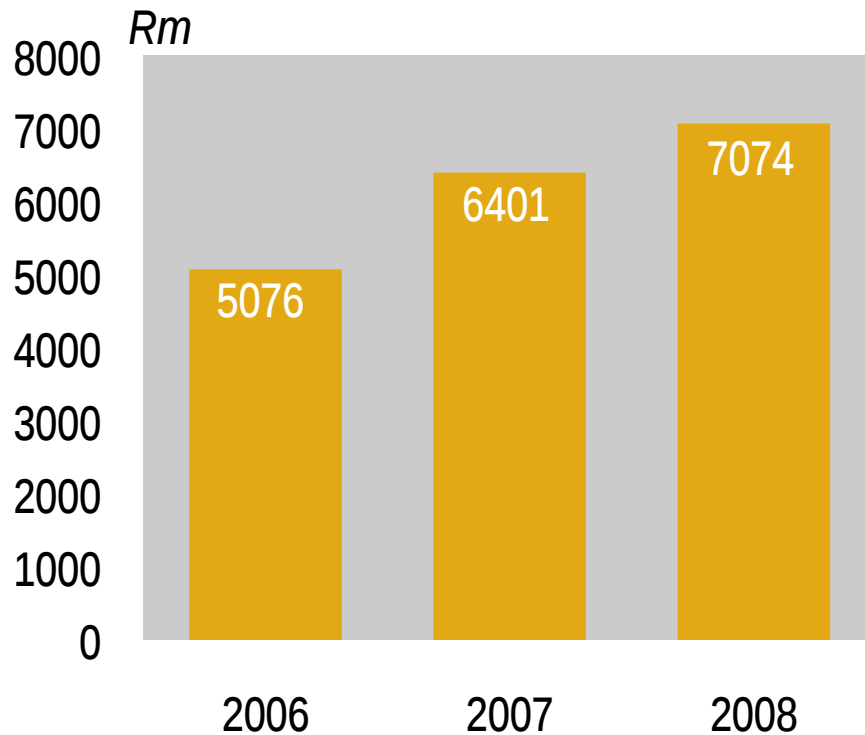


Construction

# Construction - Total

Revenue  11%\*

Operating Profit  62%\*



Construction margins have exceeded our short term objective of 5%

Construction

\* 2008 versus 2007

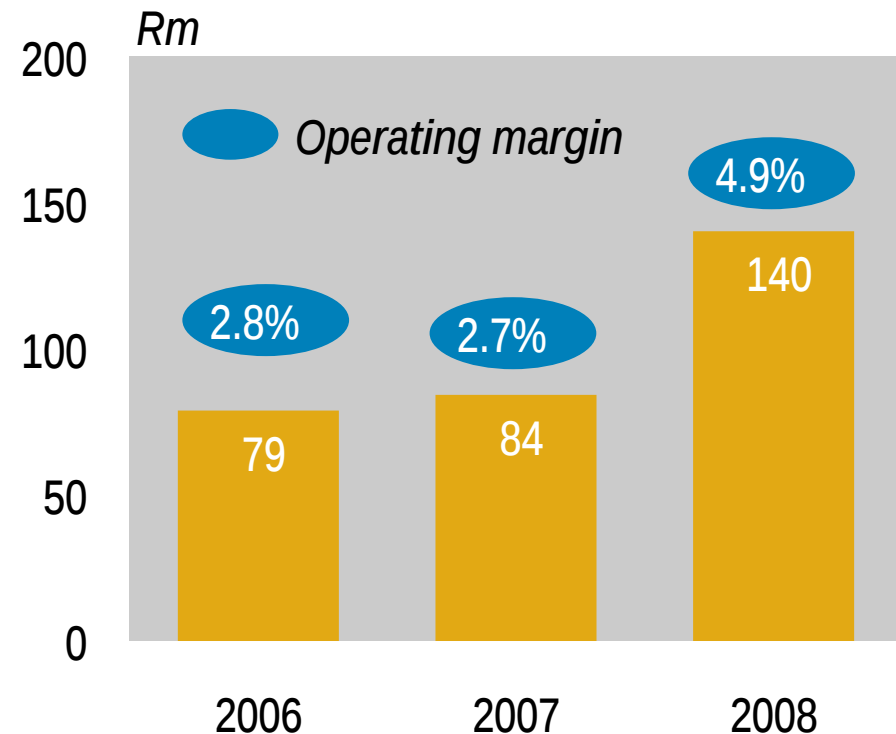
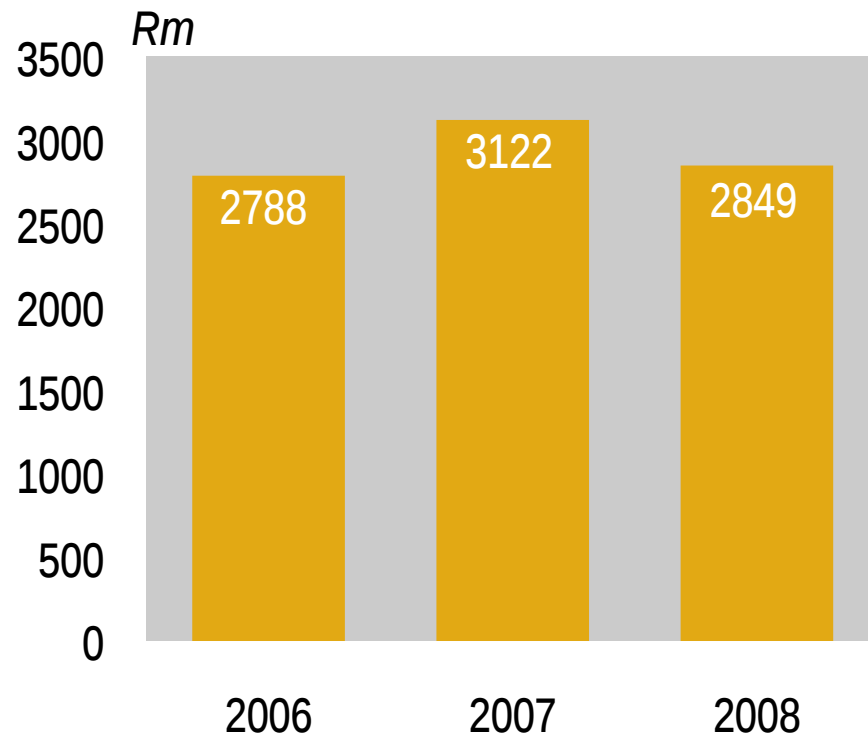
# Construction - Building & Housing



# Construction – Building & Housing

Revenue ↓ -9%\*

Operating Profit ↑ 67%\*



\* 2008 versus 2007

*Intentional change in activity mix, in favour of public real estate, resulted in:*

-  A 67% increase in operating profit
-  Strong margin improvement to 4.9%

Construction

# Performance – Building & Housing



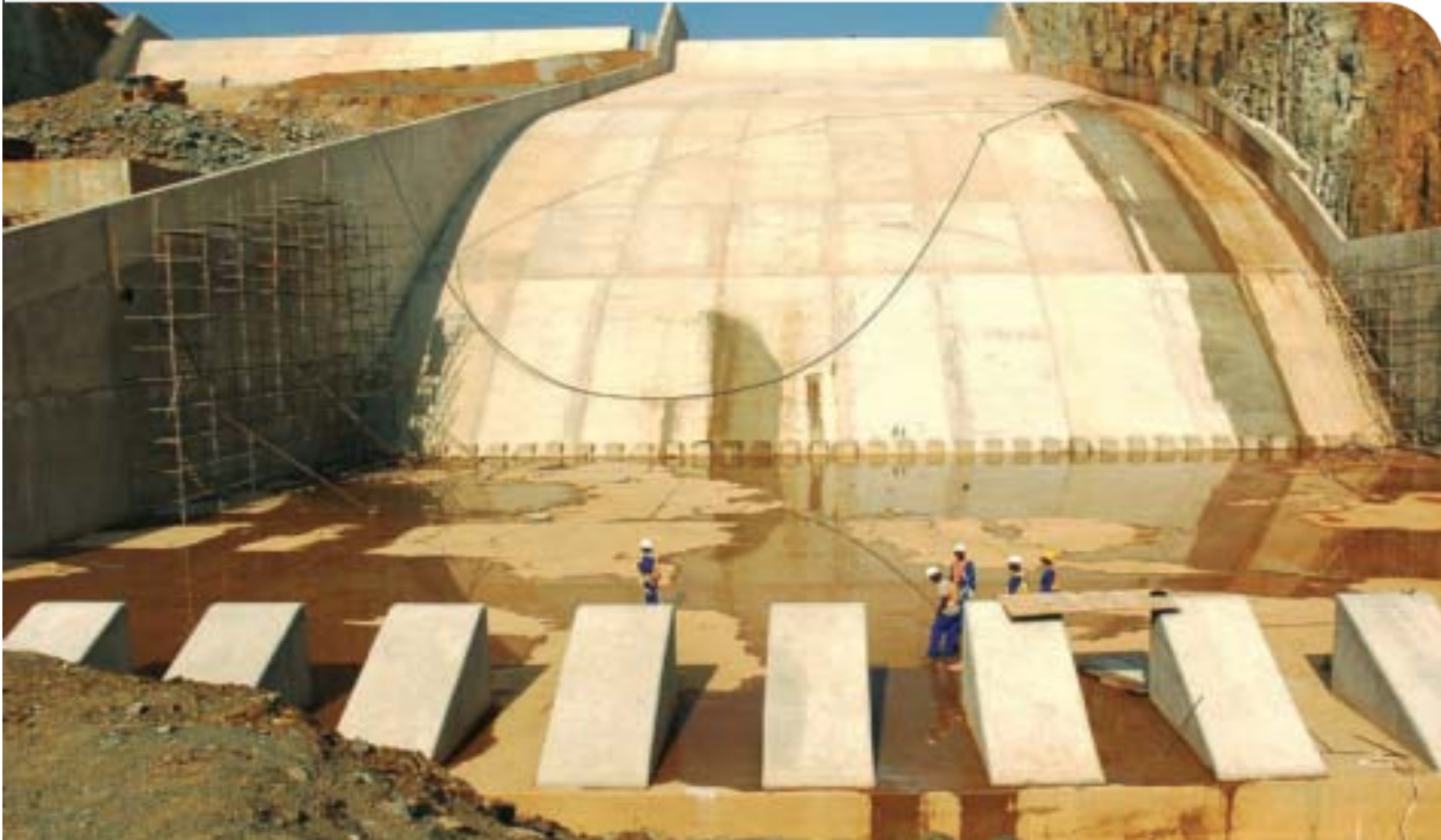
## Performance

- ▣ Refocused from residential, commercial and retail activity into public infrastructure projects with higher margins
- ▣ Good execution of mega projects supported a 67% profit increase, despite delayed starts in some 2010 contracts
- ▣ Main activities included the start up of King Shaka International Airport, Moses Mabhida Soccer Stadium and a portion of Greenpoint Stadium

## Prospects

- ▣ Future activity focus:
  - PPP opportunities (prisons, hospitals, public sector buildings)
  - Housing infrastructure for new power stations and mining expansion projects
  - Entry-level bank-financed housing
  - Opportunities in Middle East

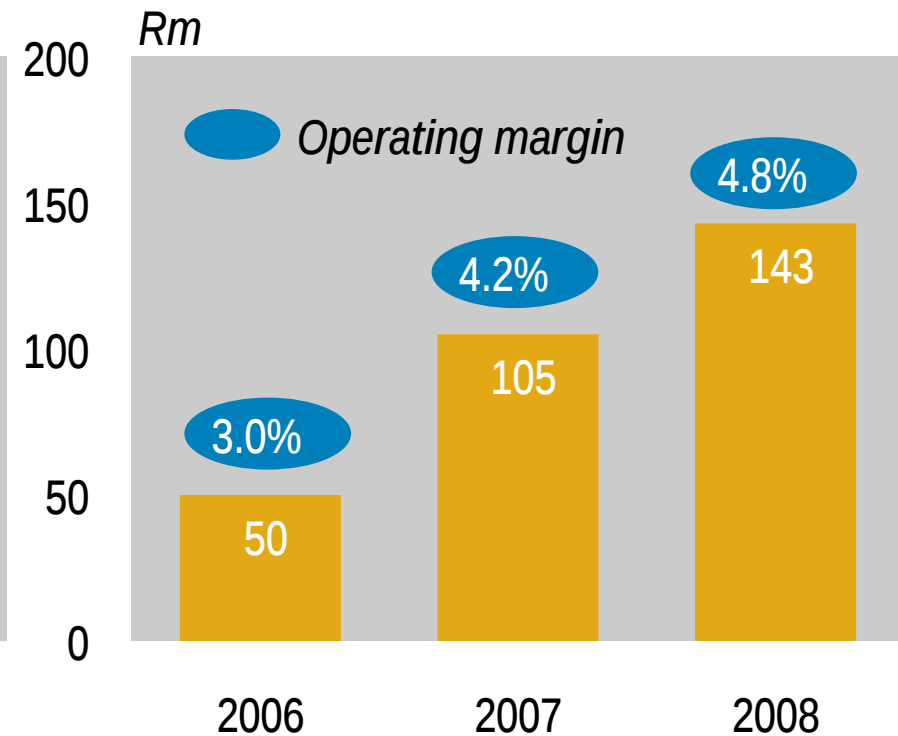
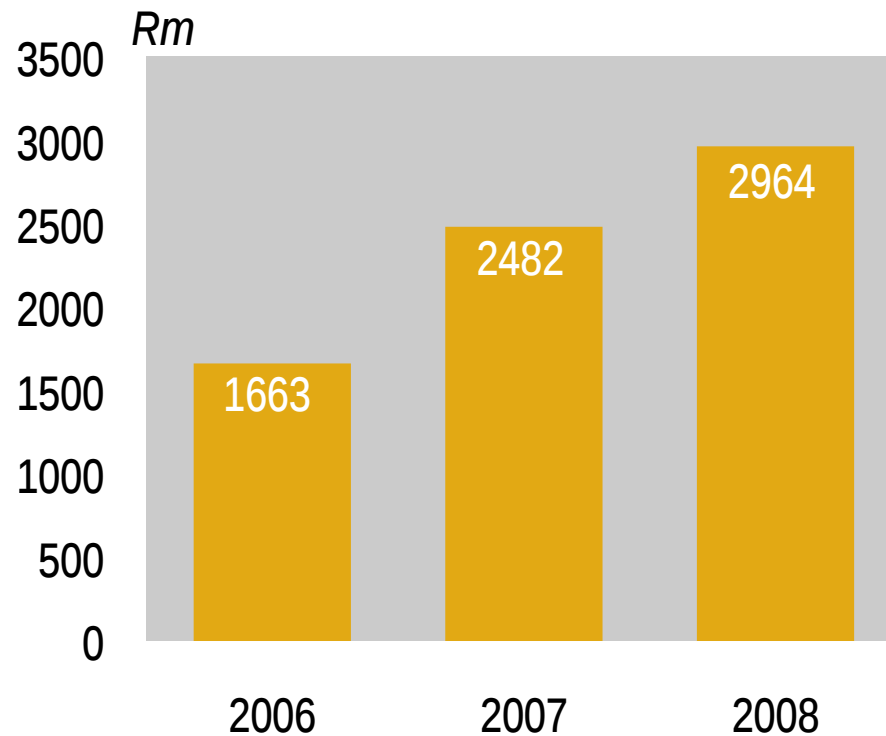
# Construction - Civil Engineering



# Construction – Civil Engineering

Revenue  19%\*

Operating Profit  36%\*



\* 2008 versus 2007

Larger multidisciplinary projects, at higher margins,  
starting to impact results

Construction

# Performance – Civil Engineering

## Performance

 80% of the R9bn total order book is at an early stage, with limited work executed

 Significant investment incurred capacity for future benefit

 SA and rest of Africa:

- Market continues to expand rapidly in SA, particularly in the public sector
- Good earnings performance

 Middle East:

- Results slightly down; 2 projects below expectations, remaining projects delivered excellent performance
- Al Naboodah JV already resulting in increased new business

# Performance – Civil Engineering

## Prospects

-  Profit realisation will escalate in F2009 as current projects unfold
-  Record order book reflects larger contracts and international partnerships
-  Sector margins continue to improve in SA
-  Expansion of Middle East to take advantage of construction boom in UAE
-  Future activity focus:
  - Power, water, transport, oil & gas, mining & industrial
-  Margins starting to benefit from intra-group cooperation in the provision of infrastructure and industrial turnkey solutions

# Construction – Engineering Projects

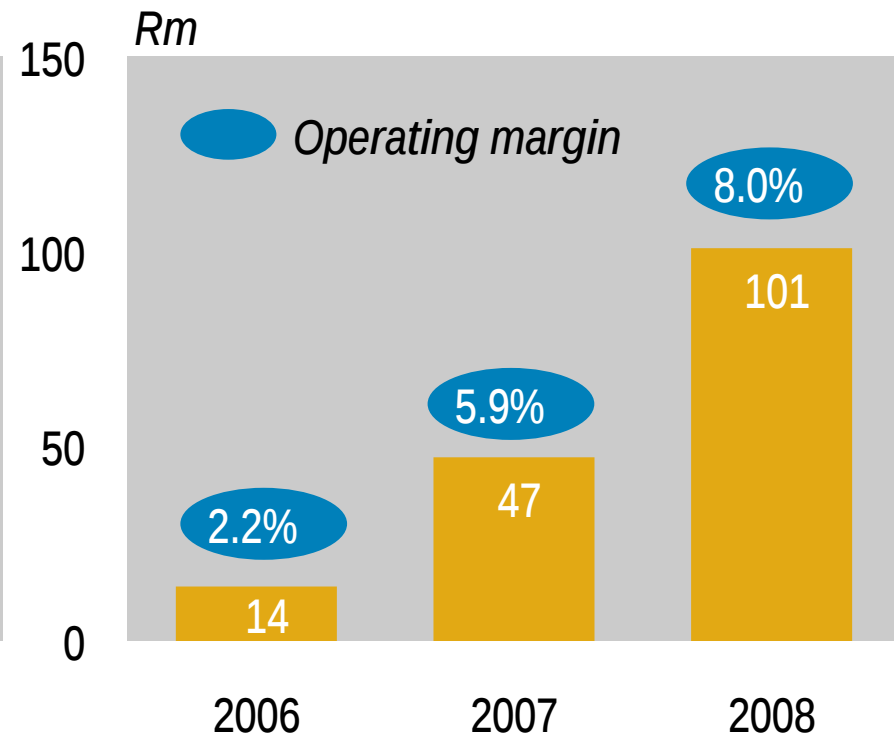
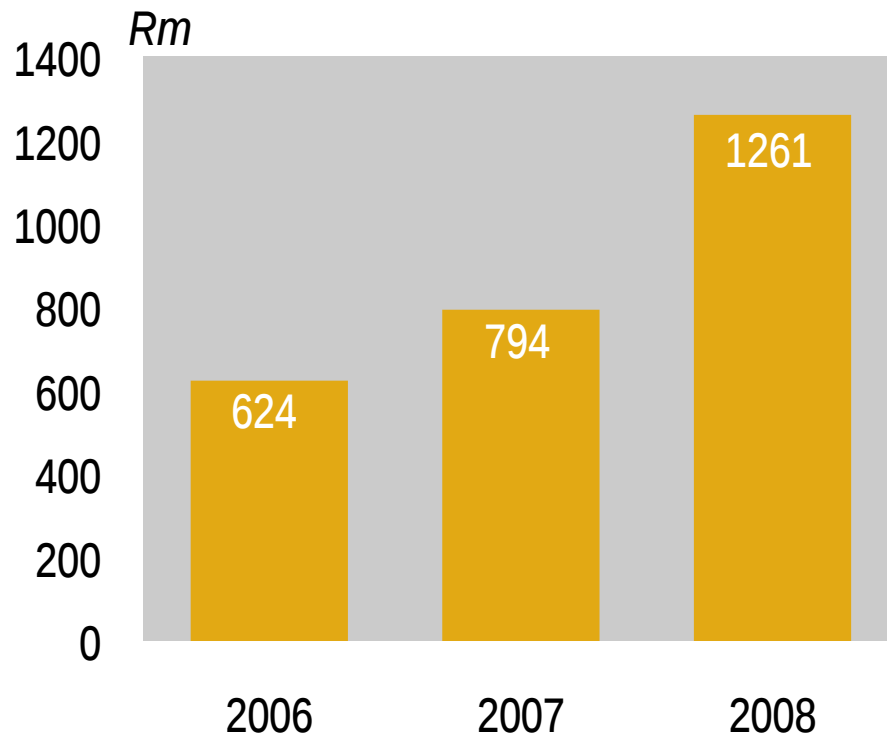


# Construction – Engineering Projects



Revenue ↑ 59%\*

Operating Profit ↑ 114%\*



\* 2008 versus 2007

Construction

*Engineering Projects coming into its own as large projects contribute to earnings:*

- Specialised nature of mechanical and electrical work results in higher margins
- Profit doubled and margins reached 8%

# Performance – Engineering Projects



## Performance

- ▣ Alliance and turnkey contracting yielded larger portions of projects and higher margins
- ▣ Unique positioning in African resources and mining and power markets has paid off

## Prospects

- ▣ Mechanical and Electrical Construction competencies position G5 well for growing infrastructure expenditure
- ▣ Focus on multidisciplinary contracts with technology partners
- ▣ Leverage off group's international experience and reputation in the above markets
- ▣ Future activity focus:
  - Mining and Industrial: mining contracts, heavy industrial contracts, MEP in the UAE
  - Energy: power, oil, gas and petrochemical

# Group Five – Recent experience in power



Power contracts worth appr. R2 bn won over 3½ years

| Contract name                  | Size   | Type        | Location | Year |
|--------------------------------|--------|-------------|----------|------|
| Perinni Corporation – Mid East | 40 MW  | OCGT        | Mid East | 2004 |
| Wassa gold mine                | 18 MW  | Diesel      | Ghana    | 2006 |
| Ibom                           | 180 MW | OCGT        | Nigeria  | 2007 |
| Aba                            | 120 MW | OCGT        | Nigeria  | 2008 |
| Power ALT                      | 11 MW  | Diesel      | RSA      | 2008 |
| Sasol IPP                      | 202 MW | OCGT        | RSA      | 2008 |
| Thos Begbie                    | 30 MW  | Gas engines | RSA      | 2008 |
| Botswana IPP                   | 250 MW | OCGT        | Botswana | 2009 |

Founder anchor investor in Jozi Power, a niche company focused on supplying between 1 – 10 MW standby power and power rental solutions to mining and industrial customers

# Key Power Focus Sectors

## ESKOM



BASE LOAD, MID MERIT  
AND PEAKERS

- ACTIVELY PARTICIPATE IN ESKOM TENDERS
- ACTIVELY PARTICIPATE IN MAIN EQUIPMENT SUPPLY TENDERS

## CO-GENERATION



BASE LOAD AND EMERGENCY

- ACTIVELY PARTICIPATE IN CONSORTIUM BIDS
- DEVELOPMENT OF OWN CONTRACTS

## IPPs\*



BASE LOAD AND MID MERIT

- DEVELOPMENT OF AND PARTICIPATION WITH DEVELOPERS IN INNOVATIVE INDEPENDENT POWER CONTRACTS

## INDUSTRIAL



PRIVATE INDUSTRIAL POWER

- RENTAL POWER
- SUPPLY AND INSTALL

\* Independent power projects

Construction



# Group prospects

# Construction – 1-year secured order book

| Rm                              | Total  | Building and Housing | Civil Engineering | Engineering Projects |
|---------------------------------|--------|----------------------|-------------------|----------------------|
| Year to 30 June 2006 (actual)   | 5 075  | 2 788                | 1 663             | 624                  |
| % over-border                   | 44     | 27                   | 65                | 67                   |
| Year to 30 June 2007 (actual)   | 6 401  | 3 122                | 2 484             | 795                  |
| % over-border                   | 48     | 27                   | 67                | 74                   |
| Year to 30 June 2008 (actual)   | 7 074  | 2 849                | 2 964             | 1 261                |
| % over-border                   | 40     | 9                    | 51                | 86                   |
| Year to 30 June 2009 (forecast) | 8 514  | 2 225                | 4 302             | 1 987                |
| % over-border                   | 37     | –                    | 40                | 69                   |
| Full order book                 | 14 203 | 3 012                | 9 198             | 1 993                |
| % over-border                   | 40     | –                    | 47                | 69                   |
| Estimated annual capacity       | 10 000 | 3 000                | 4 500             | 2 500                |



Note1: G5 includes only fully secured work in its order book.

Note 2: Refer to Appendix for details of measures taken to ensure capacity

# Total Construction order book split by geographies

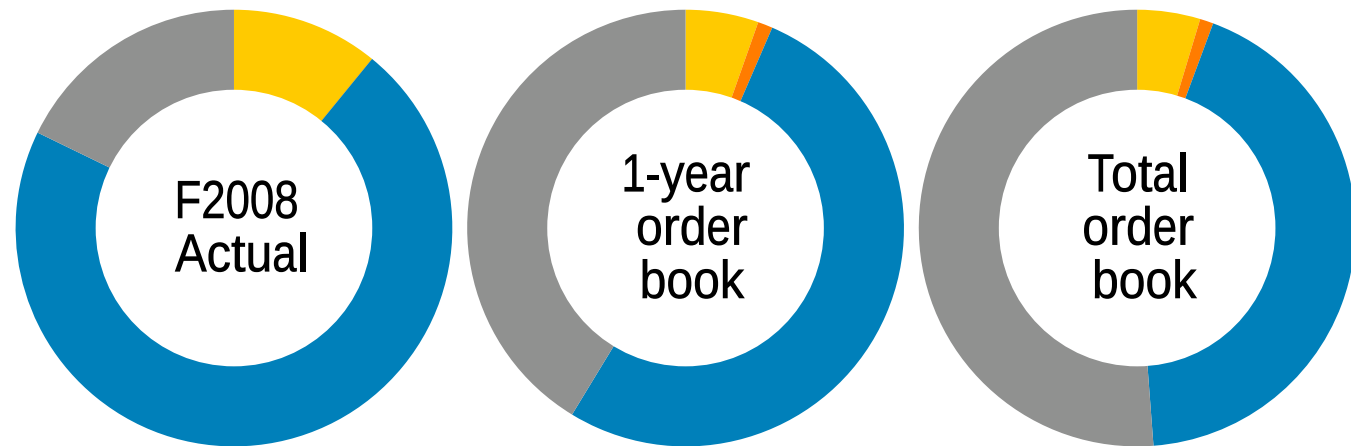


|                   | F2008 Actual | 1-year order book | Total order book |
|-------------------|--------------|-------------------|------------------|
| ● Southern Africa | 61%          | 64%               | 60%              |
| ● Central Africa  | 11%          | 9%                | 5%               |
| ● Western Africa  | 5%           | 5%                | 3%               |
| ● Eastern Africa  | 11%          | 4%                | 2%               |
| ● Middle East     | 12%          | 19%               | 29%              |

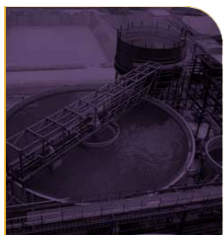


# Building & Housing

## Revenue by industry type



|                         | F2008 Actual | 1-year order book | Total order book |
|-------------------------|--------------|-------------------|------------------|
| ● Mining and industrial | 11%          | 5%                | 5%               |
| ● Power                 | -            | 2%                | 1%               |
| ● Real Estate           | 71%          | 52%               | 43%              |
| ● Transport             | 18%          | 41%               | 51%              |



# Civil Engineering

## Revenue by industry type



|                                                                                                           | F2008 Actual | 1-year order book | Total order book |
|-----------------------------------------------------------------------------------------------------------|--------------|-------------------|------------------|
|  Mining and industrial   | 14%          | 8%                | 5%               |
|  Oil and gas             | 3%           | 11%               | 8%               |
|  Power                 | 1%           | 1%                | 1%               |
|  Real Estate           | 17%          | 30%               | 40%              |
|  Transport             | 52%          | 48%               | 45%              |
|  Water and environment | 13%          | 2%                | 1%               |



# Engineering Projects

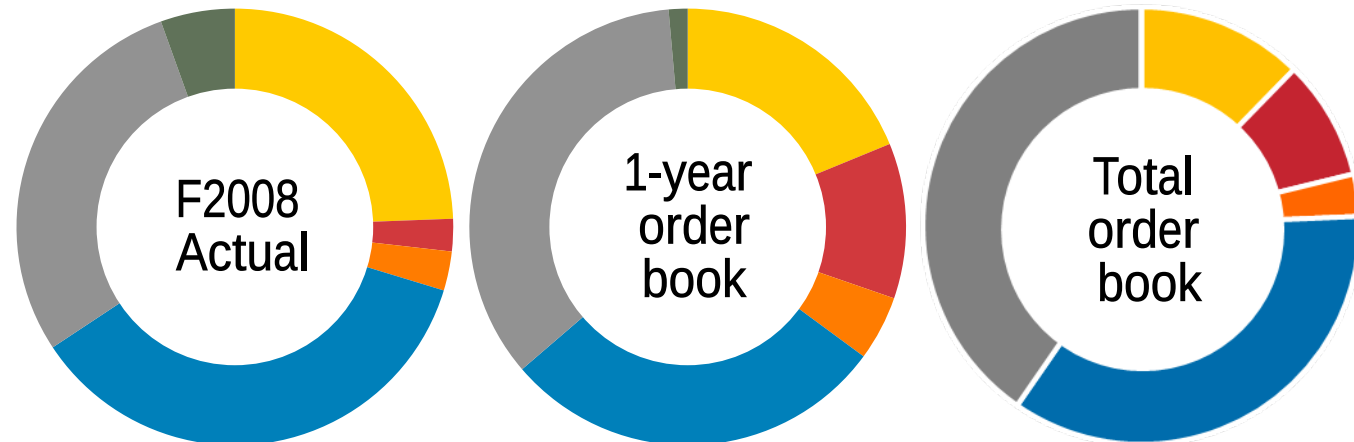
## Revenue by industry type



|                         | F2008 Actual | 1-year order book | Total order book |
|-------------------------|--------------|-------------------|------------------|
| ● Mining and industrial | 79%          | 57%               | 56%              |
| ● Oil and gas           | 7%           | 26%               | 26%              |
| ● Power                 | 14%          | 18%               | 17%              |



# Total Construction order book split by sector



|                         | F2008 Actual | 1-year order book | Total order book |
|-------------------------|--------------|-------------------|------------------|
| ● Mining and industrial | 24%          | 19%               | 12%              |
| ● Oil and gas           | 2%           | 12%               | 9%               |
| ● Power                 | 3%           | 5%                | 4%               |
| ● Real Estate           | 36%          | 29%               | 35%              |
| - Public                | 13%          | 25%               | 32%              |
| - Private               | 23%          | 4%                | 3%               |
| ● Transport             | 29%          | 34%               | 40%              |
| ● Water and environment | 6%           | 1%                | 0%               |



# Target markets

| AFRICAN<br>PRIVATE SECTOR                                                                      | SOUTH AFRICAN<br>PUBLIC SECTOR                                                                                                                                                                                                                          | SOUTH AFRICAN<br>PRIVATE SECTOR                                                                                                           | MIDDLE EAST AND<br>EASTERN EUROPE                                                                                                     |
|------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"><li>• POWER</li><li>• MINING</li><li>• OIL AND GAS</li></ul> | <ul style="list-style-type: none"><li>• POWER</li><li>• WATER AND ENVIRONMENT</li><li>• PUBLIC INFRASTRUCTURE</li><li>• TRANSPORT, INCLUDING:<ul style="list-style-type: none"><li>– ROADS</li><li>– AIRPORTS</li></ul></li><li>• CONCESSIONS</li></ul> | <ul style="list-style-type: none"><li>• POWER</li><li>• MINING</li><li>• INDUSTRIAL</li><li>• REAL ESTATE</li><li>• OIL AND GAS</li></ul> | <ul style="list-style-type: none"><li>• POWER</li><li>• ROADS</li><li>• AIRPORTS</li><li>• INDUSTRIAL</li><li>• CONCESSIONS</li></ul> |



# Summary

33% EPS CAGR over the last 5 years

Each of the group's markets in SA, Africa, Eastern Europe and the Middle East is in a sustainable high-growth phase

>90% of Group Five's secured construction revenue is geared to the high-growth infrastructure sectors

The major strategic changes have now been achieved  
- the task at hand is to sweat our well-positioned asset base

Given the above, the group is expected to achieve further strong earnings growth in F2009





# Questions & answers

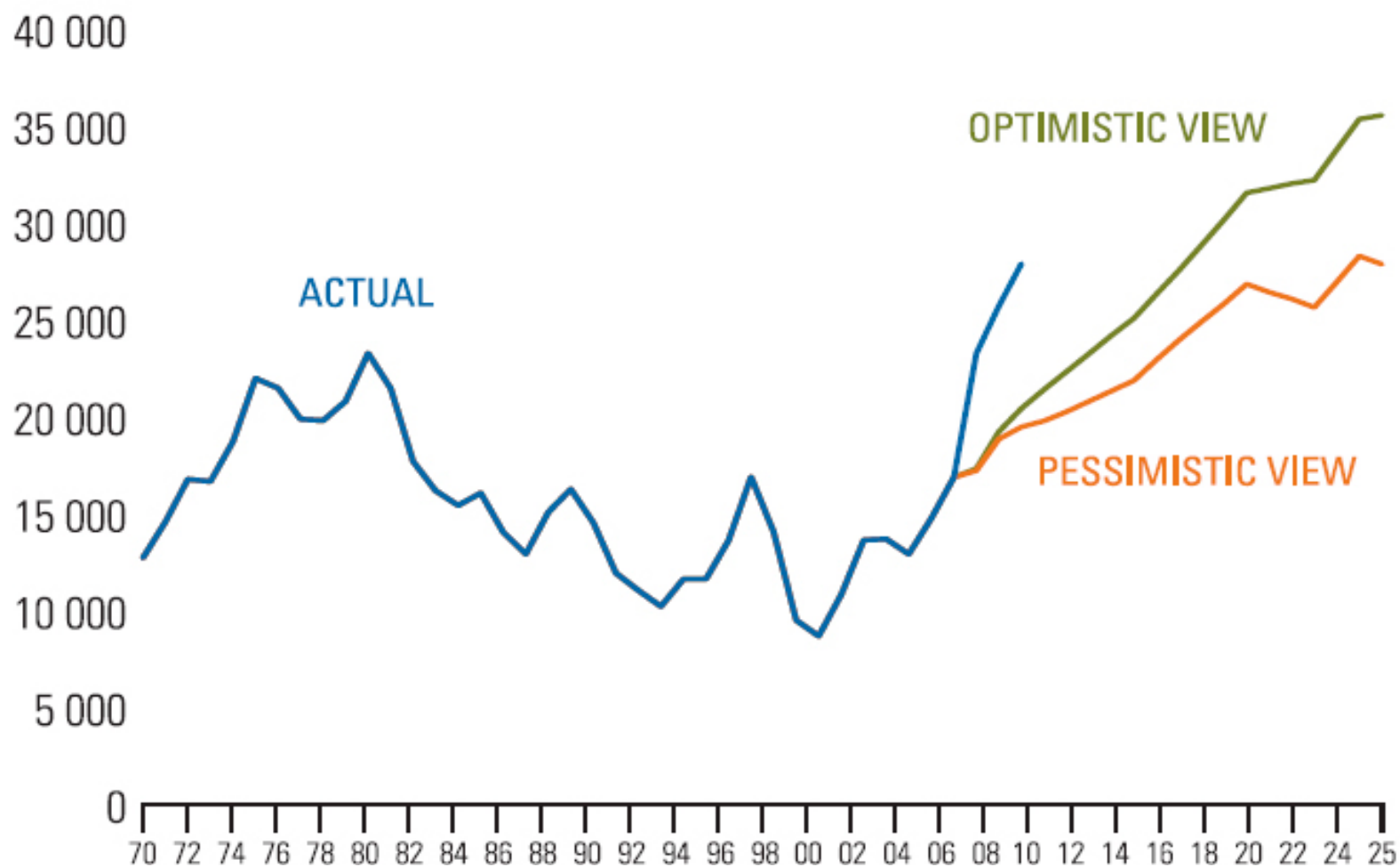


# Appendices

1. Civil Engineering forecasted turnover to 2025 (SAFCEC)
2. Ensuring sufficient capacity
3. Current and recently secured contracts

# 1. Turnover 2025

R billion – Real 2000



Source: SAFCEC

## 2. Ensuring sufficient capacity

### Bonds & guarantees

- Currently R9bn facilities (R3bn free) with additional offshore facilities in place sufficient for expected growth to 2010

### Funding of Construction operations

- Working capital negative in line with good contract practice

### Technical ability

- Moving from basic constructor to multidisciplinary environment
- G5 has skilled up - technical partners and full house on all construction disciplines now in-house
- Heavy civils, Roads, Marine, large buildings, housing, Electrical, Mechanical and Structural Steel

## 2. Ensuring sufficient capacity (continued)

 Working in areas where labour is more freely available, eg. Dubai, Africa

 Innovation in contract delivery

— Traditional contracting (previous model):

- People and plant intensive

— Alliance/turnkey/multidisciplinary contracting (new focus):

- Engineering, materials and equipment supply and sub-contractor intense
- Less revenue directly dependent on people and plant
- High skill sets in Technical & Project management required, therefore establishing D+PM

 Design and Project management (D+PM)

## 2. Building Human capacity

-  Group employment static at  $\pm 13\,500$  due to Joint venture accounting
-  35 million man-hours worked in 2008 vs 26 million man-hours in 2007
  - a 38% increase
-  The Group Five academy delivers - up skilling the organisation
  - 5 780 people trained
  - 30% increase in training spend
  - 66% increase in bursary budget
  - 440 personal study grants
  - 178 students enrolled under G5 sponsorship
-  Launch of G5 Construction Skills Training Academy
  - In partnership with DBSA Midrand launched with Cape and KZN to follow

## 2. Building Human capacity (continued)

-  Minimal churn in the top 3 echelons of leadership due to:
  - Retention of skills through a thoroughly researched package of fixed and variable reward
  - Unconstrained career development opportunities
  - Investment in training and development
-  Exco strengthened through 5 appointments and one further appointment sought
-  International recruitment
  - Europe cooling off and able to attract selected high quality skills
  - India, Philippines still a viable source of artisan and technical skills
-  Enterprise development – a strategic opportunity
  - The group is working with emerging and smaller BEE contracting partners on 25 projects across South Africa

### 3. Some current and recently secured contracts



| Contract                                                                                                                                      | Value  | G5 Stake | Duration    | Start Date |
|-----------------------------------------------------------------------------------------------------------------------------------------------|--------|----------|-------------|------------|
| King Shaka International Airport                                                                                                              | R6,8bn | 37%      | 3,0 years   | June 2007  |
| On programme and accelerating contract for early completion                                                                                   |        |          |             |            |
| Four Seasons Hotel Mauritius                                                                                                                  | R360m  | 50%      | 2,0 years   | Aug 2006   |
| 90% complete, contract performing well, "finish" quality deemed flagship project in the area                                                  |        |          |             |            |
| Durban Harbour Entrance Widening                                                                                                              | R1,8bn | 65%      | 3,0 years   | May 2007   |
| Contract progression well with focus on Northern regions, approximately 100m of break water left to complete before Southern region commenced |        |          |             |            |
| N17 Nasetwo Highway SA                                                                                                                        | R346m  | 91%      | 26 months   | Oct 07     |
| Contract proceeding well. Approximately 17% complete, client requested changes to contract scope                                              |        |          |             |            |
| Koeberg Road Interchange                                                                                                                      | R600m  | 80%      | 2,5 years   | May 08     |
| Early stage of contract, establishment commenced                                                                                              |        |          |             |            |
| Tank 12 Cabinda – Angola                                                                                                                      | R100m  | 100%     | 12 months   | Jan 08     |
| Contract on programme, approximately 90% complete                                                                                             |        |          |             |            |
| Gauteng Roads Upgrade: Package A&E                                                                                                            | R3,5bn | 50%      | 2 & 3 years | May 08     |
| Contract started, site access being established, early stage                                                                                  |        |          |             |            |
| Pipeline NMPP                                                                                                                                 | R2,4bn | 50%      | 1,5 years   | May 08     |
| Obtained access to 1 <sup>st</sup> pipeline. Excavation and pipe delivery has commenced                                                       |        |          |             |            |

### 3. Some current and recently secured contracts



| Contract                     | Value  | G5 Stake | Duration  | Start Date |
|------------------------------|--------|----------|-----------|------------|
| Moses Mabhida Soccer Stadium | R2,0bn | 35%      | 2,5 years | Jan 2007   |

Project on schedule: Currently the two southern legs of the arch are being assembled

|                                |       |      |          |          |
|--------------------------------|-------|------|----------|----------|
| Department of Education New HO | R367m | 100% | 2,0years | Apr 2007 |
|--------------------------------|-------|------|----------|----------|

Project on schedule to meet targeted completion date of March 2009. 60% complete, possibility of additional variations on contract

|                    |       |     |           |        |
|--------------------|-------|-----|-----------|--------|
| Pearls of Umhlanga | R218m | 80% | 26 months | Nov 07 |
|--------------------|-------|-----|-----------|--------|

Project on programme, Completed first 25 stories and have started on the second tower

|                           |       |      |           |        |
|---------------------------|-------|------|-----------|--------|
| Inyoni Retirement Village | R103m | 100% | 17 months | Sep 07 |
|---------------------------|-------|------|-----------|--------|

Going well, first phase handed over, on schedule to complete a couple of months early

|                            |       |      |           |        |
|----------------------------|-------|------|-----------|--------|
| UWC Life Sciences Building | R311m | 100% | 24 months | Sep 07 |
|----------------------------|-------|------|-----------|--------|

Contract progressing well

|               |       |      |         |          |
|---------------|-------|------|---------|----------|
| The Palms KZN | R141m | 100% | 2 years | April 08 |
|---------------|-------|------|---------|----------|

20 storey structure comprising 87 luxury apartments. Contract commenced.

### 3. Some current and recently secured contracts

| Contract                            | Value | G5 Stake | Duration  | Start Date |
|-------------------------------------|-------|----------|-----------|------------|
| Tenke Fungurume – Copper Mine – DRC | R170m | 100%     | 1,3 years | July 2007  |

The contract is on track. Involvement in contract is growing with increase in number of packages.

|                      |       |      |           |           |
|----------------------|-------|------|-----------|-----------|
| Ruashi Phase 2 – DRC | R374m | 100% | 2,0 years | Sept 2006 |
|----------------------|-------|------|-----------|-----------|

Contract is going very well. The client is extremely happy with the progress. The group was awarded Kinsevere contract due to the success of Ruashi. Contract completed. Additional work awarded

|                                     |       |      |          |          |
|-------------------------------------|-------|------|----------|----------|
| Kayelekera Uranium Project – Malawi | R197m | 100% | 1,0 year | Jan 2008 |
|-------------------------------------|-------|------|----------|----------|

Detailing, fabrication, supply, painting, transporting and erection of SMPP installations for a complete uranium plant including provision of site fabricated tanks. 30% complete contract going well

|                                |       |      |          |          |
|--------------------------------|-------|------|----------|----------|
| Kinsevere Copper Project – DRC | R400m | 100% | 1,3 year | Jan 2008 |
|--------------------------------|-------|------|----------|----------|

MEP supply and erect of ore treatment plant including management of civil contract. Contract on track with client extending procurement in contract

### 3. Some current and recently secured contracts

| Contract                  | Value | G5 Stake | Duration  | Start Date |
|---------------------------|-------|----------|-----------|------------|
| Dubai Duty Free Warehouse | R360m | 100%     | 1,5 years | Dec 2006   |

The contract has performed well and is nearing completion

|                            |       |      |          |          |
|----------------------------|-------|------|----------|----------|
| Dubai Terminal 2 expansion | R577m | 100% | 1,5 year | Oct 2006 |
|----------------------------|-------|------|----------|----------|

The contract has performed well and is nearing completion

|                                |      |     |           |            |
|--------------------------------|------|-----|-----------|------------|
| Middle East Civils works – UAE | R6bn | 50% | 26 months | March 2008 |
|--------------------------------|------|-----|-----------|------------|

The recently secured contracts include:

- Housing scheme for Dubai Police Force and Army Officers
- Bridge associated with the new Jebel Ali Airport and trade complex
- Five additional bridges
- Three underpasses at Jumeirah
- Contracts at early stages, all 10% complete on average

# Contact details

*For more information please contact:*

**Mike Upton**

Chief Executive Officer

Telephone: +2711 806 0111

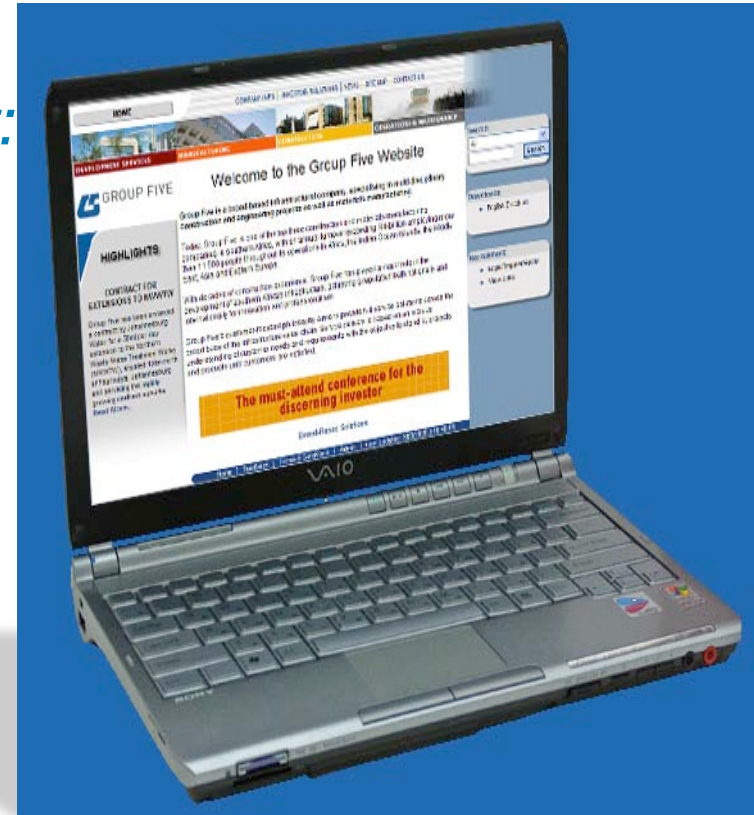
Email: [mupton@g5.co.za](mailto:mupton@g5.co.za)

**Cristina Teixeira**

Chief Financial Officer

Telephone: +2711 806 0111

Email: [cteixeira@g5.co.za](mailto:cteixeira@g5.co.za)



Our website: [www.g5.co.za](http://www.g5.co.za)