

# UNAUDITED INTERIM GROUP RESULTS

for the six months ended  
31 December 2011



## Agenda



overview  
of H1  
F2012



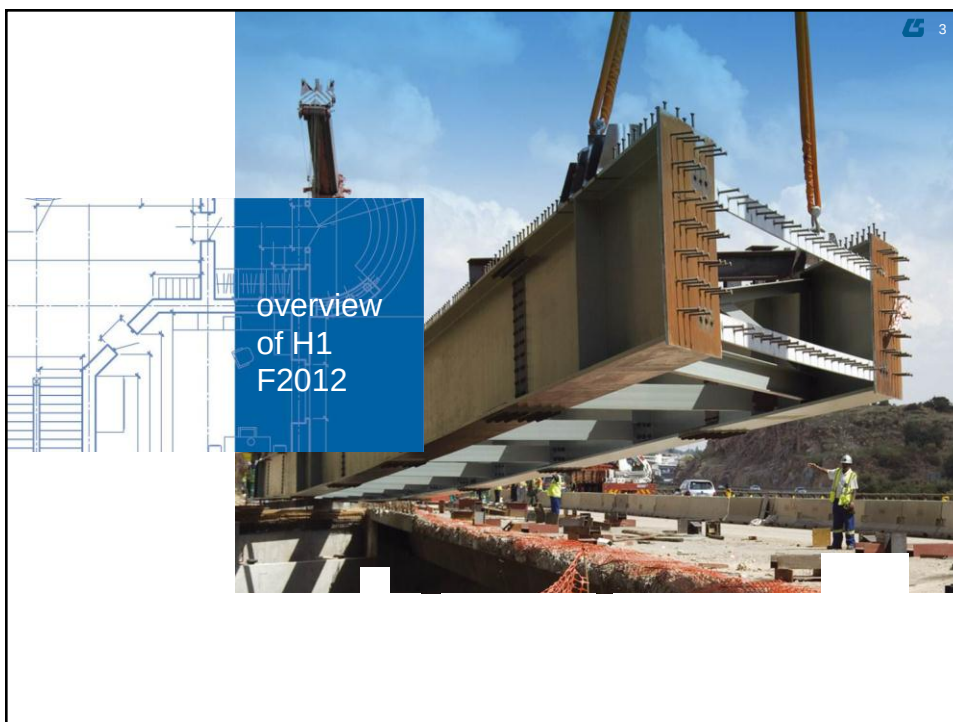
financial  
review



segmental  
review



group  
prospects



## Financial summary

overview 4

|                                                                                                                      | H1 2012<br>vs.<br>H1 2011 | H1 2012<br>Unaudited | H1 2011<br>Unaudited<br>Restated | H2 2011<br>Unaudited<br>Restated |
|----------------------------------------------------------------------------------------------------------------------|---------------------------|----------------------|----------------------------------|----------------------------------|
| <b>Revenue – Rm</b><br><i>From continuing operations</i>                                                             | ↓ 4%                      | 4 407                | 4 571                            | 4 202                            |
| <b>Operating profit – Rm</b><br><i>incl. fair value adjustments</i>                                                  | ↓ 41%                     | 219                  | 368                              | 247                              |
| <b>HEPS – Rand</b>                                                                                                   | ↓ 48%                     | 1,30                 | 2,51                             | 1,56                             |
| <b>Fully diluted HEPS – Rand</b>                                                                                     | ↓ 44%                     | 1,30                 | 2,33                             | 1,54                             |
| <b>EPS – Rand</b><br>earnings/(loss)                                                                                 | ↑ 125%                    | 0,89                 | (3,54)                           | 1,27                             |
| <b>Fully diluted EPS – Rand</b><br>earnings/(loss)                                                                   | ↑ 125%                    | 0,89                 | (3,54)                           | 1,27                             |
| <b>Dividends per share – cents</b><br><i>Met policy of 4.0x covered on adjusted<br/>EPS of R0,89 (H1 2011:R2,07)</i> | ↓ 58%                     | 22,0                 | 52,0                             | 20,0                             |

## Background to the results

### Results cater for Construction Materials as a discontinued segment

#### Market conditions remained weak

- Construction fiercely competitive
- Sluggish concessions market
- Improved manufacturing environment

#### Revenue

- SA project scope changes, delays and postponed awards
- African expansion mitigated some of the slowdown
  - Over-border construction revenue maintained at 26% (2011: 27%)
  - But over-border order book increased to 37% (2011: 30%)
- Full construction order book up 17% vs Aug 2011 book

#### Operating margin

- Total operating margin\*: H1 2012: 5.0% vs H2 2011: 5.9%
  - Including R50m upward fair value adjustments from Investments & Concessions
- Core operating margin impacted by holding and growth costs

### Strong balance sheet; working capital enhancements & increased cash on hand

\* Incl. fair value adjustments for both periods

## Delivery on strategy

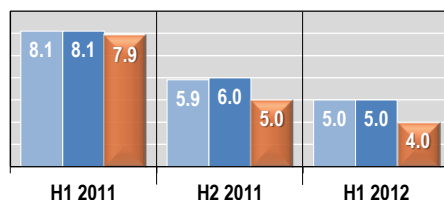
| Strategy update at Aug 2011 final results                                                                                                                                                     |             | Progress by Feb 2012 interim results                                                                                                             |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|--------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Sector diversification:</b> <ul style="list-style-type: none"> <li>• Establish competence in 7 key sectors</li> </ul>                                                                      | ✓           | Firmly established presence in targeted sectors                                                                                                  |
| <b>Geographic diversification:</b> <ul style="list-style-type: none"> <li>• &gt; 40% of revenue from non-SA sources</li> </ul>                                                                | ✓           | Over-border group revenue at 26% (25% in H1 2011)                                                                                                |
| <b>Invest in concessions assets for:</b> <ul style="list-style-type: none"> <li>• Annuity fee income</li> <li>• Capital value growth</li> <li>• Pull-through work for Construction</li> </ul> | ✓<br>✓<br>✓ | Concessions annuity income up at 23% of group operating profit (H1 2011: 12%)<br>R50m FVAs* (H1 2011: R10m)<br>R1,4bn in Construction order book |
| <b>Corrective action:</b> <ul style="list-style-type: none"> <li>• Steel and Construction Materials</li> </ul>                                                                                | ✓<br>✓      | Structural steel closed<br>Construction Materials being sold                                                                                     |
| <b>Turnkey &amp; multi-disciplinary contracts:</b> <ul style="list-style-type: none"> <li>• Cross-group packaging</li> </ul>                                                                  | ✓<br>✓      | 28% of total construction order book &<br>R18bn of pipeline in multi-disciplinary bids                                                           |
| <b>Improved ROE</b>                                                                                                                                                                           | ✗           | Should improve after Construction Materials sale & growth from higher margin concessions segment                                                 |

\* Fair value adjustments



## Income statement

| Rm                                                                                 | H1 2012<br>Unaudited | H1 2011<br>Unaudited<br>Restated | H2 2011<br>Unaudited<br>Restated |
|------------------------------------------------------------------------------------|----------------------|----------------------------------|----------------------------------|
| <b>Revenue from continuing operations</b>                                          | <b>4 407</b>         | <b>4 571</b>                     | <b>4 202</b>                     |
| <b>Operating profit</b><br><i>Including FVAs but excl. amounts from associates</i> | <b>219</b>           | <b>368</b>                       | <b>247</b>                       |



■ Group operating margin %  
*Incl. FVAs; excl. amounts from associates*

■ Core operating margin %  
*Incl. FVA's; excl. amounts from associates, pension fund deficit & disposals of subsidiaries*

■ Core operating margin % excluding fair value adjustments  
*Excl. amounts from associates, profit on sale of assets, pension fund deficit & disposal of subsidiaries*

**R59,6m**

- 🔧 Investment costs, incl:
  - Capacity building to secure future growth opportunities
  - Holding costs of key skills
- 🔧 Restructuring/retracement costs
- 🔧 Middle East holding costs:
  - Resources for close of Dubai legacy contracts

**Core margin\*  
excl. costs is  
5.4%**

*Refer to Appendix 6 for further disclosure*

*\* Excluding fair value adjustments*

## Income statement

financial review



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| Rm                                                                               | H1 2012<br>Unaudited | H1 2011<br>Unaudited<br>Restated | H2 2011<br>Unaudited<br>Restated |
|----------------------------------------------------------------------------------|----------------------|----------------------------------|----------------------------------|
| Revenue *                                                                        | 4 407                | 4 571                            | 4 202                            |
| Operating profit **                                                              | 219                  | 368                              | 247                              |
| Includes fair value adjustments on service concessions and property developments | 50                   | 10                               | 38                               |
| Operating margin % **                                                            | 5.0%                 | 8.1%                             | 5.9%                             |
| Profit before interest & taxation                                                | 219                  | 368                              | 249                              |
| Finance income – net                                                             | 2                    | 26                               | 20                               |
| Profit before taxation                                                           | 221                  | 394                              | 269                              |
| Effective tax rate %                                                             | 30%                  | 31%                              | 33%                              |
| Profit from continuing operations                                                | 156                  | 273                              | 179                              |
| Loss from discontinued operations                                                | (41)                 | (581)                            | (30)                             |
| Net income/(loss)                                                                | 115                  | (308)                            | 149                              |

\* From continuing operations

\*\* Including fair value adjustments, excluding amounts from associates

## Cash flow

financial review



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| Rm                      | H1 2012<br>Unaudited | H1 2011<br>Unaudited<br>Restated | H2 2011<br>Unaudited<br>Restated |
|-------------------------|----------------------|----------------------------------|----------------------------------|
| Operating cash          | 236                  | 417                              | 363                              |
| Working capital changes | 119                  | (807)                            | (553)                            |

|                             |      |         |
|-----------------------------|------|---------|
| Trade and other payables    | 144  | (1 501) |
| Trade and other receivables | (46) | 417     |
| Contracts in progress       | 22   | 251     |
| Inventories                 | (1)  | 26      |
| Total change                | 119  | (807)   |

### Working capital

- Increase in advance payments and excess billings enhanced trade and other payables balances

### Net finance income

- Increased foreign cash holdings at low to zero interest rates
- Interest earned in H2 2011 on cash balances released on 30 June 2011
- Net charge on fair value of bond and swap (H2 2011 net credit recorded)

## Cash flow

financial review



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| Rm                                                          | H1 2012<br>Unaudited | H1 2011<br>Unaudited<br>Restated | H2 2011<br>Unaudited<br>Restated |
|-------------------------------------------------------------|----------------------|----------------------------------|----------------------------------|
| Operating cash                                              | 236                  | 417                              | 363                              |
| Working capital changes                                     | 119                  | (807)                            | (553)                            |
| Cash generated /(utilised) from operations                  | 355                  | (390)                            | (190)                            |
| Finance income – (net)                                      | 2                    | 26                               | 20                               |
| Tax and dividends paid                                      | (95)                 | (192)                            | (183)                            |
| Net cash generated /(utilised) from operating activities    | 262                  | (557)                            | (353)                            |
| Fixed assets – (net)                                        | (110)                | (48)                             | (6)                              |
| Investments and financing – (net)                           | (89)                 | (48)                             | 114                              |
| Cash from discontinued operations                           | (25)                 | 1                                | 16                               |
| Effect of exchange rates on cash                            | 80                   | (54)                             | 46                               |
| Movement in cash                                            | 117                  | (705)                            | (183)                            |
| Cash and cash equivalents on hand<br>– end of period / year | 2 335                | 2 401                            | 2 218                            |

## Capital expenditure

financial review



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| Segment<br>(Rm)                | Original<br>Budget<br>F2012* | Revised<br>Budget<br>F2012* | Actual<br>H1 2012 | Nature of H1 2012<br>spend % |                  |                      | Actual<br>F2011 |
|--------------------------------|------------------------------|-----------------------------|-------------------|------------------------------|------------------|----------------------|-----------------|
|                                |                              |                             |                   | Expan-<br>sion               | Replace-<br>ment | Contract<br>specific |                 |
| investments and<br>concessions | 36                           | 35                          | 29                | 93%                          | 7%               | -                    | 6               |
| manufacturing                  | 25                           | 32                          | 14                | 68%                          | 32%              | -                    | 32              |
| construction                   | 122                          | 215                         | 105               | 10%                          | 9%               | 81%                  | 96              |
| Total                          | 183                          | 282                         | 148               | 32%                          | 11%              | 57%                  | 134             |

\* Excludes contract specific capex

## Key financial ratios

|                                                                | H1 2012<br>Unaudited | H1 2011<br>Unaudited<br>Restated | H2 2011<br>Unaudited<br>Restated | Targets                        |
|----------------------------------------------------------------|----------------------|----------------------------------|----------------------------------|--------------------------------|
| Net gearing – debt to equity ratio %                           | -                    | -                                | -                                | maximum 33                     |
| Interest cover – net interest received                         | -                    | -                                | -                                | 10                             |
| Profit before working capital changes (Rm)                     | 236                  | 417                              | 363                              | cash<br>generative             |
| Cash generated/(utilised) from operations (Rm)                 | 355                  | (390)                            | (190)                            | cash<br>generative             |
| Net increase/(decrease) in cash (Rm)                           | 117                  | (705)                            | (183)                            | cash<br>generative             |
| Cash on hand at period / year end (Rm)                         | 2 335                | 2 401                            | 2 218                            | n/a                            |
| External guarantees unutilised (Rm)                            | 6 892                | 5 668                            | 4 510                            | Sufficient for<br>tender       |
| Total facility at period/year end (Rm)                         | 10 326               | 9 980                            | 9 047                            |                                |
| Return on shareholders equity – % *                            | 7.7%                 | (32.5%)                          | 10.5%                            | 15% - 20%<br>medium- long term |
| Return on shareholders equity<br>– continuing operations – % * | 13.0%                | 30.6%                            | 17.7%                            | 15% - 20%<br>medium- long term |

\* Annualised for interim periods

## Debt Markets: Bond raising

- ☒ GFC 2: DMTN R550m 9.2% fixed rate bond has a settlement date of 27/02/2012
- ☒ Bond initially swapped to floating interest rate
- ☒ Refinance of bond considered R300m – R600m
- ☒ To finance equity investments in Power, Transport, Real Estate concessions
- ☒ Group remains in net ungeared position after bond raising

## Shares in issue

|                                                          |        |
|----------------------------------------------------------|--------|
| Basic number of shares in issue – 000's                  | 96 545 |
| Reported no. of weighted average shares in issue – 000's | 96 750 |

### ☒ Fully diluted number of shares

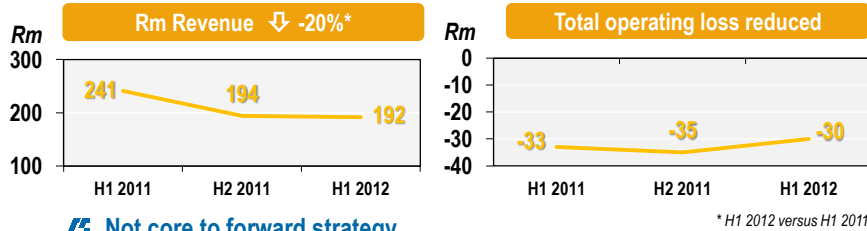
- Options and BBBEE shares are anti-dilutive in current period due to decrease in average share price of R25,64 per share: (Breakeven price ± R29)

### ☒ iLima

- Shares expected to be returned to group in H2 2012
- Net debt due to the Group and accounting treatment on return of shares remains unchanged from previously disclosed

## Discontinued operations

### Construction Materials



#### Not core to forward strategy

- Net loss on discontinued operations is R30,1m (H1 2011: R572m)
  - Unforeseeably historically low depressed markets
  - To wait for recovery would be costly for shareholders
- Construction Materials businesses will be sold
- Destruction of shareholder value; hard lessons learnt
- Sale should relieve cash drain on group & improve ROE

## India

#### Terminated Indian toll road contract continues through arbitration

- R10,8m charged to the income statement (H1 2011: R9,3m)

segmental review

GROUP FIVE  
structured ingenuity

The information contained in this segmental review has not been reviewed or reported on by Group Five's auditors.



## Investments & Concessions

7%  
of group continuing  
revenue

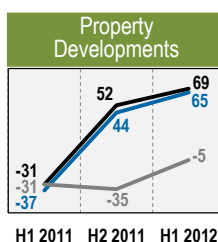
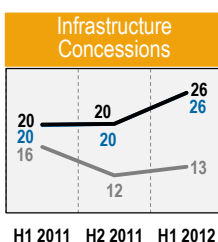
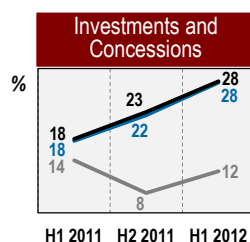
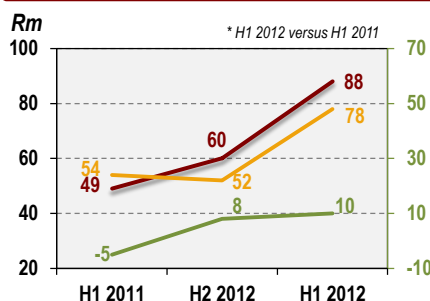
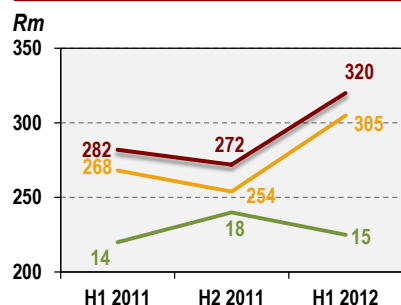
segmental review

Investments and Concessions



Rm Revenue ↑ 13%

Rm Total Operating Profit (incl. FVAs) ↑ 79%\*



■ Total operating margin %  
■ Core operating margin %  
■ Core operating margin excl. fair value adjust %

## Period under review

segmental review

Investments and Concessions



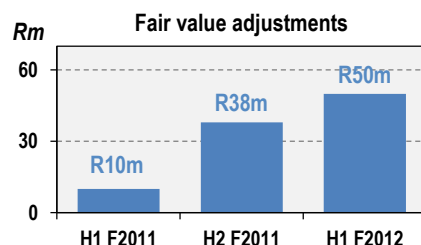
### Solid performance from Infrastructure Concessions despite difficult market

#### Infrastructure Concessions

- **Europe:** Tough markets
  - New Polish truck tolling contract started
  - A1 Phase 2 commenced operations
- **Africa:** Zim O&M contracts awarded
- **South Africa:** CTROM performance stable

#### Property Developments

- Progress on sale of remaining residential stock
- Management of SAPRO property portfolio for international developer proceeding well
- Structured Crystal Park 5000 unit mixed housing project underway



Fair Value Adjustments increased  
- A1 Phase 2 Polish contract in operation early

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

\* CTROM – Comprehensive Toll Road Operations and Maintenance contracts

## Prospects

segmental review

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Investments and Concessions

### Market and prospects

#### Infrastructure Concessions

- Delivering annuity growth & group-wide opportunities in more sectors & geographies
- Improving project tender and award outlook – mainly Africa
- SA concessions market uncertainty
  - Finance minister expected to make announcement on tolling and SANRAL funding
  - Establishment of Presidential Infrastructure Coordinating Commission (PICC) encouraging
  - Should give clarity on infrastructure priorities & PPPs

#### Property Developments

- Traction with SA developers and retailers in Africa

### Margin prospects

- 15% – 20% medium term margins including fair value adjustments
- 9% – 14% medium term margins excluding fair value

### Focus going forward

- Grow pull-through demand for Construction
- Secure financial close on 2 PPPs
- Secure position in REFIT 3 for Kathu Solar project
- Focus on Africa and Eastern Europe
- Clarity on N1–N2 implementation

## Manufacturing

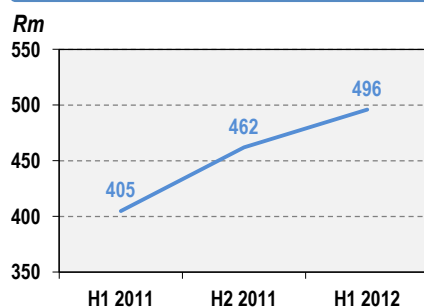
11%  
of group continuing  
revenue

segmental review

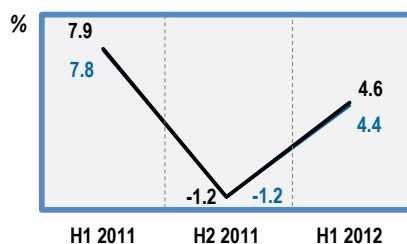
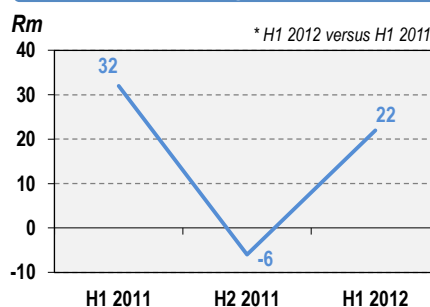
20

Manufacturing

Rm Revenue ↑ 22%\*



Rm Total Operating Profit ↓ -32%\*



— Total operating margin %  
— Core operating margin %

## Period under review and Prospects

Results benefited from corrective action taken in H1

segmental review

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Manufacturing

| Fibre Cement review                                                                                                                                                                                                                                                                                                        | Steel review                                                                                                                                  |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> <li>Product &amp; geographic expansion partially offset weak SA market</li> <li>Increase in volumes from informal sector DIY</li> </ul>                                                                                                                                                 | <ul style="list-style-type: none"> <li>Market over-capacity impacts margins</li> <li>Structural Steel closed and costs borne in H1</li> </ul> |
| Market and prospects                                                                                                                                                                                                                                                                                                       | Margin prospects                                                                                                                              |
| <ul style="list-style-type: none"> <li><b>Everite:</b> Volumes up from exports, peri-urban &amp; rural demand</li> <li><b>ABT:</b> Expanding market into permanent building &amp; housing</li> <li><b>Steel:</b> Product range expansion – new mesh line</li> <li><b>Pipe:</b> Timing of water awards uncertain</li> </ul> | <ul style="list-style-type: none"> <li>Short term range 5 – 7%</li> </ul>                                                                     |
| Focus going forward                                                                                                                                                                                                                                                                                                        |                                                                                                                                               |
| <ul style="list-style-type: none"> <li><b>Everite &amp; ABT</b> <ul style="list-style-type: none"> <li>Drive African export strategy</li> <li>Capacity expansion and process improvements</li> </ul> </li> <li><b>Steel:</b> Optimising returns from prior period steel capacity investment</li> </ul>                     |                                                                                                                                               |

## Construction

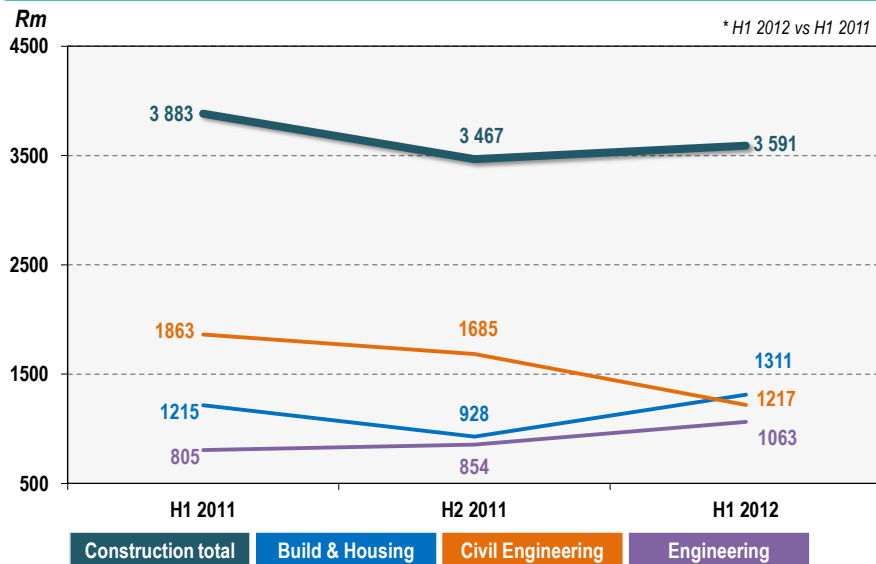
81%  
of group continuing  
revenue

segmental review

22

Construction

Rm Total Revenue ↓ -8%\*



## Construction

81%  
of group continuing  
revenue

segmental review

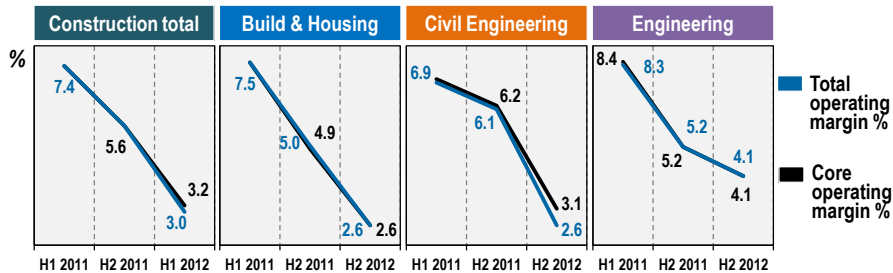
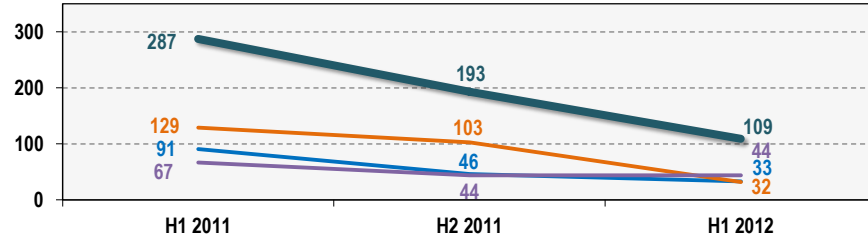


Construction

Rm Total Operating Profit ↓ 62%\*

Rm

\* H1 2012 vs H1 2011



## Period under review - Construction

Construction margins under pressure with depressed pricing; holding costs incurred

segmental review



Construction

### Building and Housing

- SA market still under pressure
- Margins have contracted
- Delayed PPP awards – holding costs
- Restructuring & retrenchment costs
- Over-border work executed well

### Civil Engineering

- SA and Rest of Africa:
  - Tender work picked up
  - SA pricing still tight
  - Contract margins held up well from good SA execution
- Middle East
  - Pipeline losses and holding costs
  - Dubai contracts resolution progressing

### Engineering (comprises E+C and Projects)

- Operating margin down due to effect of lower-margin SA work
- Project wins in power, oil & gas and mining sectors
- SA renewables (REFIT) programme – initial high cost of positioning
- Commodity demand driving mining market order book recovery in Africa

## Prospects by segment

segmental review

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Construction

### Building and Housing

#### Market and prospects

- Public sector slow & timing uncertain
- Private sector demand weak
- Over-border opportunity with SA development partners
- Waterfall Development activity increasing
- Housing order book up – affordable markets & mining

#### Margin prospects

- Objective: Preservation of margins in the 3 – 5% range
- Short term at the lower end of the range

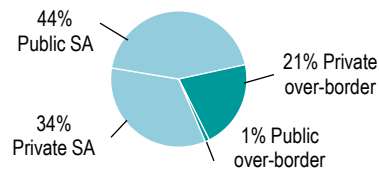
#### Focus going forward

- Achieving financial closure on 2 major PPP building projects (preferred bidder)
- Capitalising on established Group African expertise
- Building upon affordable housing development expertise

#### R3 580m order book

77%  
SA

23%  
over-border



## Prospects by segment

segmental review

26

Construction

### Civil Engineering

#### Market and prospects

- Return to Africa in progress – recent multi-disciplinary wins
- SA national strategic projects – timing uncertain
- Maintain much narrower focus in Middle East

#### Margin prospects

- Objective: Preservation of margins in the 4 – 6% range
- Short term at the lower end of the range

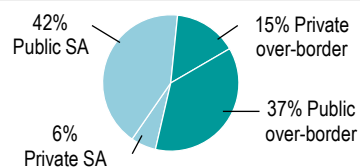
#### Focus going forward

- Middle East intervention on cost; commercially close legacy contracts; further debt recovery
- Expanding foothold in Africa
  - Building order book in African mining – key focus on multi-disciplinary offering with Engineering
  - Replenish order book in SADC transport, power and water, oil & gas

#### R4 119m order book

48%  
SA

52%  
Over-border



## Prospects by segment

segmental review

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Construction

### Engineering

#### Market and prospects

- Mining recovering, but bidding competitive
- Turnkey mining projects increasing – with engineering partners
- Oil & gas sector prospects increasing
- Power-related order book increasing; many bids under adjudication

#### Margin prospects

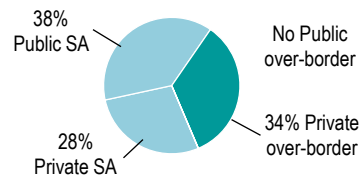
- Objective: Preservation of margins in the 5 – 8% range
- Short term at the lower end of the range

#### Focus going forward

- Rebuilding order book in African mining – key focus on multi-disciplinary offering with Civils
- Capacity building for longer term projects in thermal, oil and gas, nuclear & renewables
- REFIT 1 preferred bidders announced – contract awards expected H1 F2013
- REFIT 2 further bid submissions in March 2012

#### R2 655m order book

|           |                    |
|-----------|--------------------|
| 66%<br>SA | 34%<br>over-border |
|-----------|--------------------|



order book & pipeline

outlook by sector & geography

summary

group prospects



The information contained in this prospects section has not been reviewed or reported on by Group Five's auditors.

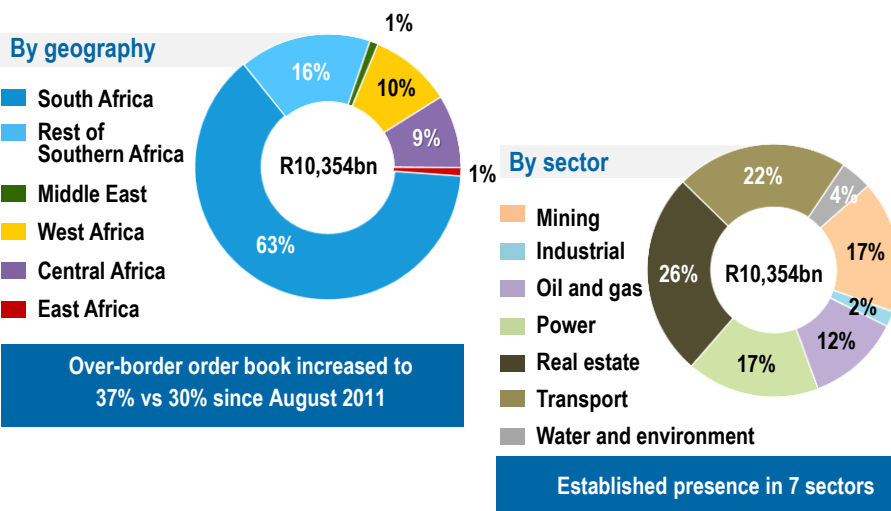
## Secured Construction order book

| Rm                   | Actual revenue |              |              | Order book                 |               |
|----------------------|----------------|--------------|--------------|----------------------------|---------------|
|                      | F2009          | F2010        | F2011        | 1-year rolling to Dec 2012 | Total book    |
| Building and Housing | 2 900          | 3 186        | 2 143        | 2 423                      | 3 580         |
| Civil Engineering    | 4 633          | 4 713        | 3 548        | 2 545                      | 4 119         |
| Engineering          | 2 443          | 1 488        | 1 659        | 1 437                      | 2 655         |
| <b>Total</b>         | <b>9 976</b>   | <b>9 387</b> | <b>7 350</b> | <b>6 405</b>               | <b>10 354</b> |

Total order book at 117% of that reported in Aug 2011  
Up from R9,3bn at Dec 2010

**Note:** No's incl. only Group Five's portion of fully secured construction work

## Secured total Construction order book



## Recent material contract awards (since August 2011)

group prospects



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| Investments & Concessions                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                                                                                                                                                                 |                                                                                                                                                                                                                                   |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> <li>• Zimbabwe roads in progress, O&amp;M contract awarded</li> <li>• N1–N2 preferred bidder – risk due to policy &amp; political uncertainty <ul style="list-style-type: none"> <li>– Dispute resolution process between City of Cape Town, SANRAL &amp; other parties</li> <li>– N1–N2 not in any Group order books or forecasts for now</li> </ul> </li> <li>• Munitoria, DRDLR* preferred bidder – in progress to bankability, but outcome not assured</li> </ul> |                                                                                                                                                                 |                                                                                                                                                                                                                                   |
| Building & Housing                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | Civil Engineering                                                                                                                                               | Engineering                                                                                                                                                                                                                       |
| <b>R1,8bn total contract awards, eg.</b> <ul style="list-style-type: none"> <li>• Shopping Mall – R250m, Lesotho</li> <li>• Mine housing – R278m, SA</li> <li>• Affordable housing – R301m, SA</li> </ul>                                                                                                                                                                                                                                                                                                | <b>R1,7bn total contract awards, eg.</b> <ul style="list-style-type: none"> <li>• Cobalt concentrator, R286m – DRC</li> <li>• Gold mine, R311m – DRC</li> </ul> | <b>R1,7bn total contract awards, eg.</b> <ul style="list-style-type: none"> <li>• Mining works – Gold Plant, R230m – Ghana</li> <li>• Copper/Cobalt mine, R159m – DRC</li> <li>• Power plant, Namakwa Sands R159m – SA</li> </ul> |

\* Department of Rural Development & Land Reform

## Outlook by sector

group prospects



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|                      | Public sector                                                                                                                                                                                                                                                                                                                                                         | Private sector                                                                                                                                                                                                             |
|----------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Overview</b>      | <ul style="list-style-type: none"> <li>• <b>SA:</b> <ul style="list-style-type: none"> <li>– SOEs digesting current capex</li> <li>– Expect new work from F2013</li> <li>– Government spending commitment restated, but capacity questioned</li> <li>– PPP, concessions policy to be clarified</li> </ul> </li> <li>• <b>Over-border:</b> Growing pipeline</li> </ul> | <ul style="list-style-type: none"> <li>• <b>SA:</b> Low activity levels</li> <li>• <b>Over-border:</b> Increasing contribution to group across more businesses</li> </ul>                                                  |
| <b>Power</b>         | <ul style="list-style-type: none"> <li>• <b>SA:</b> <ul style="list-style-type: none"> <li>– Eskom active on current build</li> <li>– Renewable tenders issued</li> <li>– Thermal IPPs progressing</li> <li>– Nuclear process to start F2013</li> </ul> </li> </ul>                                                                                                   | <ul style="list-style-type: none"> <li>• <b>SA:</b> Industrial &amp; mining power awards received; more projects under development</li> <li>• <b>Over-border:</b> Projects across Africa taking time to develop</li> </ul> |
| <b>Oil &amp; gas</b> | <ul style="list-style-type: none"> <li>• NMPP still to run until F2014</li> </ul>                                                                                                                                                                                                                                                                                     | <b>SA &amp; over-border:</b> <ul style="list-style-type: none"> <li>• Plant shutdowns &amp; upgrades</li> <li>• New builds in East Africa</li> </ul>                                                                       |
| <b>Water</b>         | <ul style="list-style-type: none"> <li>• <b>SA:</b> Some activity, but timing of awards uncertain</li> </ul>                                                                                                                                                                                                                                                          |                                                                                                                                                                                                                            |



## Outlook by sector (contd)

|                                                     | Public sector                                                                                                                                                                                                                                                                                                                                           | Private sector                                                                                                                                                                                                                                                                                                                    |
|-----------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Real estate</b>                                  | <ul style="list-style-type: none"> <li>• <b>SA:</b> <ul style="list-style-type: none"> <li>– PPPs in healthcare &amp; government buildings uncertain</li> <li>– Timing of human settlements roll-out uncertain, but progressing</li> <li>– Some PPP awards pending</li> </ul> </li> </ul>                                                               | <ul style="list-style-type: none"> <li>• <b>SA:</b> <ul style="list-style-type: none"> <li>– Bidding activity weak and pricing still unattractive</li> </ul> </li> <li>• <b>Over-border:</b> <ul style="list-style-type: none"> <li>– Expanding commercial retail &amp; housing construction opportunities</li> </ul> </li> </ul> |
| <b>Transport</b><br>(Public sector only)            | <ul style="list-style-type: none"> <li>• <b>SA:</b> <ul style="list-style-type: none"> <li>– SANRAL active but pricing very competitive, tolling and funding policy debate created uncertainty</li> <li>– Transnet rail &amp; port extensions</li> </ul> </li> <li>• <b>Over-border:</b> Focus on southern African road network, concessions</li> </ul> |                                                                                                                                                                                                                                                                                                                                   |
| <b>Industrial</b><br>(Private sector only)          | <ul style="list-style-type: none"> <li>• <b>SA:</b> Limited opportunities</li> <li>• <b>Over-border:</b> Limited opportunities</li> </ul>                                                                                                                                                                                                               |                                                                                                                                                                                                                                                                                                                                   |
| <b>Mining</b><br>(Most active sector; Private only) | <ul style="list-style-type: none"> <li>• <b>SA:</b> Coal and iron ore active</li> <li>• <b>Over-border:</b> African mining market buoyant</li> </ul>                                                                                                                                                                                                    |                                                                                                                                                                                                                                                                                                                                   |

## Multi-year target opportunity pipeline

| By sector (Rbn)        | Total as at August 2011: R134bn |           |           |             |           |           |            |
|------------------------|---------------------------------|-----------|-----------|-------------|-----------|-----------|------------|
|                        | International split             |           |           | Local split |           |           | TOTAL      |
|                        | Total                           | Private   | Public    | Total       | Private   | Public    |            |
| Mining                 | 17                              | 17        | -         | 6           | 6         | -         | 23         |
| Industrial             | 2                               | 2         | -         | -           | -         | -         | 2          |
| Power                  | 8                               | 4         | 4         | 12          | 2         | 10        | 20         |
| Oil & gas              | -                               | -         | -         | 2           | 1         | 1         | 2          |
| Water & environment    | 5                               | 1         | 4         | 8           | -         | 8         | 13         |
| Real estate – Building | 9                               | 6         | 3         | 31          | 25        | 6         | 40         |
| Real estate – Housing  | 2                               | 1         | 1         | 7           | 4         | 3         | 9          |
| Transport              | 15                              | 7         | 8         | 20          | -         | 20        | 35         |
| <b>TOTAL</b>           | <b>58</b>                       | <b>38</b> | <b>20</b> | <b>86</b>   | <b>38</b> | <b>48</b> | <b>144</b> |

Rest of Africa: R49,4bn      Middle East: R6,7bn      53% of group awards during the year came from the pipeline presented in Aug 2011

Profile demonstrates some reduction in reliance on SA public sector

Note: 1. These are the projects targeted by the group – not the group's Construction order book  
 2. New projects are being added all the time and others removed

## Summary

### Key focus areas:

- Drive sale of Construction Materials to reduce operating cash losses & improve returns
- Reduce Middle East drain
- Reducing internal cost base
- Cash preservation a priority to fund growth
- Continued geographic expansion in all segments

### Investments and Concessions:

- Delivering annuity growth & group-wide opportunities in more sectors & geographies

### Manufacturing:

- Performance improving on higher volumes to broadening markets

### Construction:

- Order book improving despite selective approach to tenders
- SA market could be bottoming; tender activity increasing, new infrastructure plans
- Broadening African growth sectors
- Margin pressure to remain in F2012 and into F2013

### Slow recovery in chosen target market activity from H2 2012

### Earnings recovery anticipated from F2013 (although some timing risk)



## Forward looking statements

Certain statements in this presentation may be defined as forward looking statements within the meaning of the United States Securities legislation.

Forward-looking statements involve known and unknown risks, uncertainties and other important factors that could cause the actual results, performance or achievements of the company to be materially different from the future results, performance or achievements expressed or implied by such forward-looking statements. These forward-looking statements may be identified by words such as 'expect', 'believe', 'anticipate', 'plan', 'estimate', 'intend', 'project', 'target', 'predict', 'outlook' and words of similar meaning.

Forward looking statements are not statements of fact but statements by the management of Group Five Limited based on its current estimates, projections, beliefs, assumptions and expectations regarding the group's future performance.

No assurance can be given that forward-looking statements will prove to be correct and undue reliance should not be placed on such statements.

The risks and uncertainties inherent in the forward-looking statements contained in this presentation include, but are not limited to: domestic and international business and market conditions; changes in the domestic or international regulatory and legislative environment in the countries in which the Group operates or intends to operate; changes to domestic and international operational, economic, political and social risks; changes to IFRS and the interpretations, applications and practices subject thereto as they apply to past, present and future periods; and the effects of both current and future litigation.

The company undertakes no obligation to update publicly or release any revisions to these forward-looking statements contained in this presentation and does not assume responsibility for any loss or damage whatsoever and howsoever arising as a result of the reliance of any party thereon, including, but not limited to, loss of earnings, profits, or consequential loss or damage.

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## appendices

### 1. Further order book analysis

2. Update: Key contracts
3. Update: Current concession contracts
4. Update: Target concessions, IPPs & PPPs
5. Additional financial information
6. Margin analysis

## Total Construction order book split by sector

appendix 1



| %                      | H1 2012 Actual | 1-year order book* | Total order book |
|------------------------|----------------|--------------------|------------------|
| Mining                 | 14             | 17                 | 17               |
| Industrial             | 2              | 2                  | 2                |
| Oil and gas            | 24             | 10                 | 12               |
| Power                  | 7              | 15                 | 17               |
| Real estate – Building | 27             | 22                 | 20               |
| Real estate – Housing  | 3              | 7                  | 6                |
| Transport              | 19             | 21                 | 22               |
| Water and environment  | 4              | 6                  | 4                |

\* To December 2012

## Total Construction order book split by geography



| %                        | H1 F2012 Actual | 1-year order book* | Total order book |
|--------------------------|-----------------|--------------------|------------------|
| ● <b>Southern Africa</b> | 81              | 83                 | 79               |
| South Africa             | 74              | 65                 | 63               |
| Rest of Southern Africa  | 7               | 18                 | 16               |
| ● <b>Central Africa</b>  | 11              | 10                 | 9                |
| ● <b>West Africa</b>     | 5               | 5                  | 10               |
| ● <b>East Africa</b>     | 1               | 1                  | 1                |
| ● <b>Middle East</b>     | 2               | 1                  | 1                |

\* To December 2012

## Total Construction order book split by contract type



| %                         | H1 2012 Actual | 1-year order book* | Total order book |
|---------------------------|----------------|--------------------|------------------|
| ● <b>Cost plus</b>        | 20             | 7                  | 9                |
| ● <b>Design and build</b> | -              | 3                  | 3                |
| ● <b>EPC**</b>            | 3              | 3                  | 2                |
| ● <b>Labour only</b>      | 2              | 1                  | 1                |
| ● <b>Lump sum</b>         | 17             | 23                 | 26               |
| ● <b>Remeasurable</b>     | 58             | 63                 | 59               |

\* To December 2012

\*\* Engineer, Procure & Construct

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## Key contracts within total order book

appendix 2

| Segment   | Contract                                     | Sector                   | Country | Public/<br>Private | Status         |
|-----------|----------------------------------------------|--------------------------|---------|--------------------|----------------|
| Buildings | New Mantsopa Hospital                        | Real estate - Healthcare | SA      | Public             | In progress    |
|           | Shoprite Distribution Centre                 | Real estate - Retail     | SA      | Private            | In progress    |
|           | Asaba Mixed Use Retail and Hotel Development | Real estate – Retail     | Nigeria | Private            | Start Jul 2012 |
|           | Maseru Shopping Mall                         | Real estate – Retail     | Lesotho | Private            | In progress    |
|           | Assmang Mining houses                        | Real estate – Housing    | SA      | Private            | Start Feb 2012 |

## Key contracts within total order book

appendix 2



| Segment           | Contract                           | Sector              | Country | Public/Private | Status         |
|-------------------|------------------------------------|---------------------|---------|----------------|----------------|
| Civil Engineering | Spring Grove Dam                   | Water & Environment | SA      | Public         | In progress    |
|                   | Kusile Power Station- Civil Works  | Power               | SA      | Public         | In progress    |
|                   | Zimbabwe Roads Rehabilitation      | Transport           | Zim     | Public         | In progress    |
|                   | Boss Mining concentrator           | Mining              | DRC     | Private        | In progress    |
|                   | Kibali - Civil works for gold mine | Mining              | DRC     | Private        | Start Feb 2012 |

## Key contracts within total order book

appendix 2



| Segment     | Contract                        | Sector    | Country | Public/Private | Status         |
|-------------|---------------------------------|-----------|---------|----------------|----------------|
| Engineering | NMPP Pump Stations              | Oil & Gas | SA      | Public         | In progress    |
|             | Exxaro Grootegeluk Expansion    | Mining    | SA      | Private        | In progress    |
|             | DME Power Station               | Power     | SA      | Public         | Delayed start  |
|             | Akyem Mining works – Gold Plant | Mining    | Ghana   | Private        | In progress    |
|             | Kakanda Mine                    | Mining    | DRC     | Private        | Start Feb 2012 |
|             | Namakwa Sands                   | Power     | SA      | Private        | Start Feb 2012 |

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## Infrastructure Concessions

appendix 3

### Secured investments and contracts

#### 12 Annuity-type contracts, of which 3 are concession investments

| Name                    | Status         | Country      | Type         | Km's  | Duration | Equity |
|-------------------------|----------------|--------------|--------------|-------|----------|--------|
| M5 Motorway             | Operation      | Hungary      | Availability | 157   | 2031     | -      |
| M6 Motorway (Phase 1)   | Operation      | Hungary      | Availability | 59    | 2027     | -      |
| M6 Motorway (Phase 3)   | Operation      | Hungary      | Availability | 78    | 2037     | 10%    |
| A1 Motorway (Phase 1)   | Operation      | Poland       | Tolled       | 90    | 2039     | 15%    |
| A1 Motorway (Phase 2)   | Operation      | Poland       | Tolled       | 61    | 2039     |        |
| A2 Motorway (Section 1) | Operation      | Poland       | Tolled       | 103   | 2016     | -      |
| A7-A5 Motorway          | Implementation | Zimbabwe     | O&M          | 518   | 2031     | -      |
| A3 Motorway             | Implementation | Zimbabwe     | O&M          | 262   | 2031     | -      |
| N1 South                | Operation      | South Africa | CTROM        | 587   | 2019     | -      |
| N2 Tsitsikamma          | Operation      | South Africa | CTROM        | 40    | 2014     | -      |
| N2 North Coast          | Operation      | South Africa | CTROM        | 138   | 2017     | -      |
| N4 West Magalies        | Operation      | South Africa | CTROM        | 30    | 2012     | -      |
| TOTAL                   |                |              |              | 2 123 |          |        |



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## Transport Concessions & Power IPPs

appendix 4

| Department                        | Contract                 | Approx. value (Rm)* | Status                                             |
|-----------------------------------|--------------------------|---------------------|----------------------------------------------------|
| <b>Transport (Concessions)</b>    |                          |                     |                                                    |
| N1-N2 Toll Road                   | Road Concession          | > 10 000            | Preferred bidder - delayed                         |
| Wild Coast Toll Road              | Road Concession          | > 6 000             | Awaiting tender issue                              |
| Cape Town Airport rail link       | Light Rail Concession    | 2 000               | Selected preferred bidder, feasibility in progress |
| Zambia                            | Roads                    | > 3 000             | Tender being adjudicated                           |
| Mauritius                         | Port Louis Ring Road     | > 8 000             | Tender submitted                                   |
| Nigeria - Lagos Ibadan Expressway | Roads                    | > 4 000             | Negotiations ongoing with concessionaire           |
| Kenya - Nairobi Bypass            | Road Concession          | 3 000               | Unsolicited bid                                    |
| <b>Total transport</b>            |                          | <b>&gt; 36 000</b>  |                                                    |
| <b>Power (IPPs)</b>               |                          |                     |                                                    |
| Kathu Solar (REFIT)               | 75MW Solar               | 5 000               | Bids to be submitted Aug12. Viability in progress  |
| Bulgaria IPP                      | 115MW CCGT Peaking Plant | 1 000               | Scope of project to be reviewed                    |
| <b>Total power</b>                |                          | <b>6 000</b>        |                                                    |

\* Total project value, Group Five and other consortium members

## PPPs in Group Five's universe

appendix 4



| Department                               | Contract                                                                                                     | Approx. value (Rm)* | Status                                                               |
|------------------------------------------|--------------------------------------------------------------------------------------------------------------|---------------------|----------------------------------------------------------------------|
| <b>Serviced accommodation</b>            |                                                                                                              |                     |                                                                      |
| Dept. of Correctional Services           | New correctional facilities                                                                                  | -                   | Tender cancelled                                                     |
| Dept. of Environmental Affairs & Tourism | Head office                                                                                                  | 900                 | Tender adjudicated, selected reserve bidder Dec 2009                 |
| City of Tshwane HQ                       | Head office                                                                                                  | 1 000               | Appointed Preferred Bidder, negotiations in progress                 |
| Dept of Rural Development & Land Reform  | Head office                                                                                                  | 1 000               | Appointed Preferred Bidder, negotiations in progress                 |
| Gauteng Dept. of Health                  | Upgrade C. Hani Baragwanath Hospital                                                                         | 4 000               | Consortium formed, PQ expected 2012                                  |
| Dept. of Statistics HQ                   | Head office                                                                                                  | 1 500               | Responded to request for pre-qualification. Bid to be submitted 2012 |
| Various provincial Departments of Health | - Limpopo Academic Hospital<br>- King Edward Hospital<br>- George Makari Hospital<br>- Eastern Cape Hospital | 8 000               | PQ/Tender expected 2012                                              |
| <b>Total serviced accommodation</b>      |                                                                                                              | <b>16 400</b>       |                                                                      |

**Total PPPs, Concessions and IPPs > R58 bn**

\* Total project value, Group Five and other consortium members

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## Financial performance

appendix 5



To assist with comparative analysis the following lists the group's financial results accounting for construction materials as continuing operations and excluding fair value adjustments from operating profit - comparable to prior reporting periods

| Rm                                                                                                                                     | H1 2012<br>Unaudited | H1 2011<br>Unaudited | H2 2011<br>Unaudited |
|----------------------------------------------------------------------------------------------------------------------------------------|----------------------|----------------------|----------------------|
| Revenue                                                                                                                                | 4 599                | 4 812                | 4 395                |
| Group operating profit - <i>excluding FVAs*</i>                                                                                        | 139                  | 325                  | 174                  |
| Group operating margin% - <i>Excluding FVAs*</i>                                                                                       | 3.0%                 | 6.7%                 | 4.0%                 |
| Group core operating margin %<br><i>Excluding FVAs*, pension fund deficit, sale of subsidiaries</i>                                    | 3.0%                 | 6.8%                 | 4.0%                 |
| Analysts' core operating margin %<br><i>Excl. FVA's*, profit/loss on sale of assets, pension fund deficit and sale of subsidiaries</i> | 3.2%                 | 6.8%                 | 4.0%                 |
| HEPS – Rand<br><i>on previous accounting treatment</i>                                                                                 | 0,99                 | 2,14                 | 1,18                 |
| Fully diluted HEPS – Rand<br><i>on previous accounting treatment</i>                                                                   | 0,98                 | 1,98                 | 1,17                 |

\* Fair value adjustments

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### 6. Margin analysis

## Financial performance

The group incurred R59,6m of holding and growth costs which did not provide a return in the period. The impact on the group's reported margins is as follows:

R59,6m

- Investment costs, incl:
  - Capacity building to secure future growth opportunities
  - Holding costs of key skills
- Restructuring/retenement costs
- Middle East costs holding costs:
  - Resources for close of Dubai legacy contracts

Core margin\*  
excl. costs is  
5.4%

\* Excluding fair value adjustments

| %                                                                                                                                                                                                    | Group | Constr | Build<br>&<br>Housing | Civil | Engineer | Manuf |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------|--------|-----------------------|-------|----------|-------|
| <b>Core operating profit excluding fair value adjustments</b><br><i>Excl. amounts from associates, sale of assets, pension fund deficit and sale of subsidiaries</i>                                 | 4.0   | 3.2    | 2.6                   | 3.1   | 4.1      | 4.6   |
| <b>Core operating profit excluding fair value adjustments</b><br><i>Excl. amounts from associates, sale of assets &amp; pension fund deficits, sale of subsidiaries and holding and growth costs</i> | 5.4   | 4.6    | 3.6                   | 5.3   | 5.1      | 6.8   |