



REPORT TO STAKEHOLDERS

FOR THE YEAR ENDED 30 JUNE 2020

PRESENTATION OVERVIEW

| | | |
|-----------------------|------------------------------------|--------------|
| Henry Laas | <i>A New Strategic Future</i> | Slides 3-5 |
| | Salient features | Slide 6 |
| | Platform overview | Slides 7-9 |
| | Order book | Slides 10-12 |
| Daniël Grobler | Statement of financial performance | Slide 14 |
| | Normalised EBIT | Slide 15 |
| | Net interest expense analysis | Slide 16 |
| | Segmental analysis per platform | Slides 17-21 |
| | Statement of financial position | Slide 22 |
| | Debt analysis | Slide 23 |
| Henry Laas | FY2021 focus areas | Slide 25 |
| | Presentation takeaways | Slide 26 |
| | Appendix | Slides 30-55 |

A NEW STRATEGIC FUTURE

Murray & Roberts is a multinational, specialised engineering and construction group, delivering projects across six continents.

Implementation of the Group's strategy over the last five years has had the desired effect of developing and diversifying the three business platforms and in rooting a culture across the Group of competitive differentiation referred to as *Engineered Excellence*.

During this reporting period, despite adverse conditions in each of its markets, steady strategic gains positioned the Group well for the future.

Future growth will come from organic growth supplemented by acquisitions.

THE MURRAY & ROBERTS GROUP

A MULTINATIONAL SPECIALIST ENGINEERING AND CONSTRUCTION GROUP FOCUSED ON THE NATURAL RESOURCES MARKET SECTOR

STOP.THINK.ACT.24/7: SAFETY FIRST IN EVERYTHING WE DO

BUSINESS PLATFORMS

OIL & GAS

UNDERGROUND MINING

POWER & WATER

PURPOSE

Enabling fixed capital investments that support the advancement of human development

VISION

To be a leading multinational engineering and construction group that applies our project life cycle capabilities to optimise fixed capital investment

VALUES

Integrity
Respect
Care
Accountability
Commitment

PLATFORMS ARE NAMED AFTER CORE MARKET SEGMENTS BUT ALSO UNDERTAKE WORK IN SELECTED COMPLEMENTARY MARKETS

THE MURRAY & ROBERTS GROUP

A MULTINATIONAL SPECIALIST ENGINEERING AND CONSTRUCTION GROUP FOCUSED ON THE NATURAL RESOURCES MARKET SECTOR

STOP.THINK.ACT.24/7: SAFETY FIRST IN EVERYTHING WE DO

BUSINESS PLATFORMS

**ENERGY, RESOURCES
& INFRASTRUCTURE**

MINING

**POWER, INDUSTRIAL
& WATER**

PURPOSE

Enabling fixed capital investments that support the advancement of human development

VISION

To be a leading multinational engineering and construction group that applies our project life cycle capabilities to optimise fixed capital investment

VALUES

Integrity
Respect
Care
Accountability
Commitment

SALIENT FEATURES

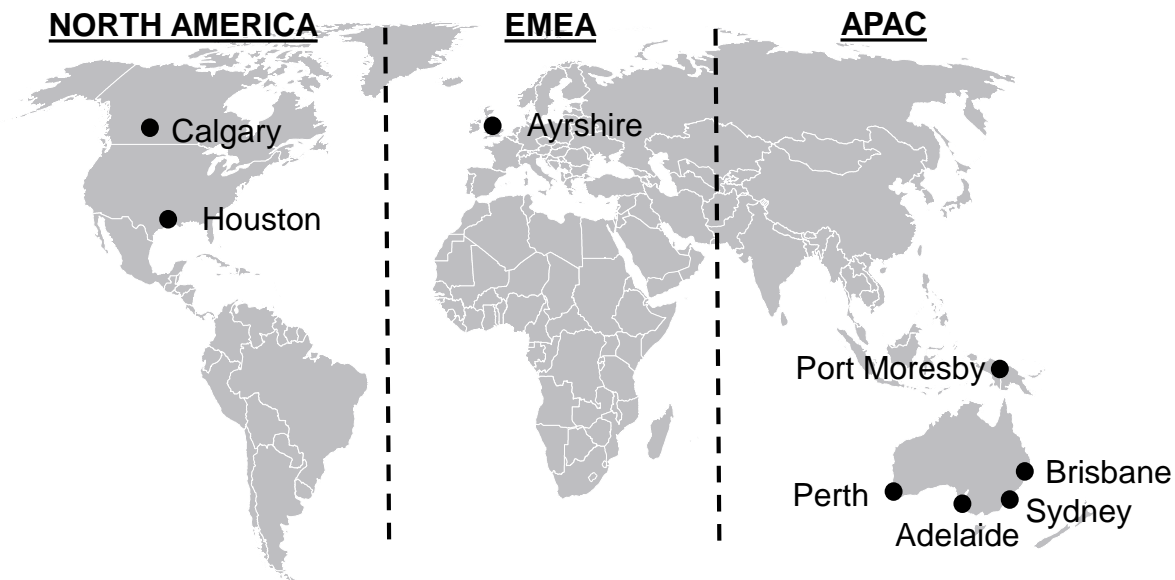
FOR THE YEAR ENDED 30 JUNE 2020

| | FY2020 | FY2019 | Comments |
|-------------------------|----------------|----------------------------|---|
| Revenue | R20,8 billion | R20,1 billion [#] | Financial performance: <ul style="list-style-type: none"> Group results negatively impacted by: <ul style="list-style-type: none"> Estimated COVID-19 impact - R622 million Vendor loan impairment - R80 million Goodwill impairment - R63 million Uncertified revenue impairment - R46 million Mining platform delivered a commendable result, notwithstanding COVID-19 impact Energy, Resources & Infrastructure platform recorded a loss due to COVID-19 and two lossmaking projects Power, Industrial & Water platform recorded a loss due to COVID-19 and one lossmaking project |
| Attributable profit | (R352 million) | R337 million | |
| Diluted continuing HEPS | (88 cents) | 114 cents [#] | |
| Order book | R54,2 billion | R46,8 billion | Significant, quality order book of R54,2 billion and near orders of R11,4 billion |
| Cash net of debt | R0,7 billion | R1,8 billion | Net debt, post IFRS 16, of R0,1 billion |
| Dividend | Nil | 55 cents | Considering the market uncertainty brought about by the COVID-19 pandemic, the Board has resolved not to declare a dividend for the period under review, in order to further preserve the Group's financial position |
| LTIFR | 0.88 | 0.71 | No fatal incidents recorded in the period |

[#] Restated for discontinued operations

ENERGY, RESOURCES & INFRASTRUCTURE

PLATFORM OVERVIEW



Market focus:

- **Global:** Energy sector
- **Australasia:** Energy, infrastructure and resources (metals & minerals)

Market conditions:







- R179 million COVID-19 profit impact
- **USA:** Energy buoyant
- **Australasia:** Energy (power), infrastructure and resources presenting opportunity

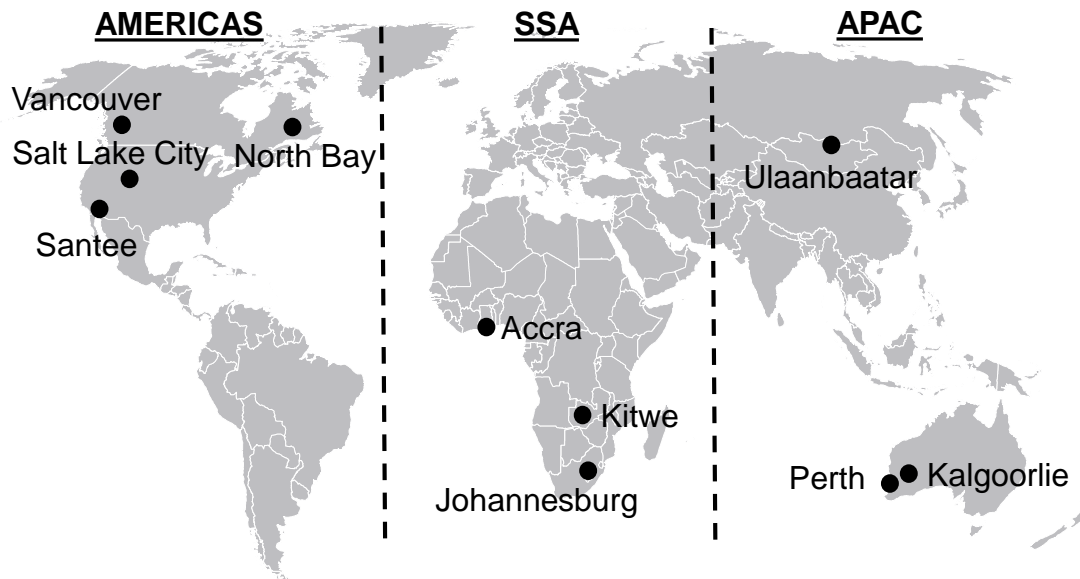
Order book:

- June 2020: R34,4 billion (Record for platform)

Platform prospects:

- Increased order book is supporting prospects for a return to profitability in the new financial year
- Forecast annual transport-infrastructure expenditure in Australia over the next five years is expected to peak at A\$22 billion in 2023
- Mining majors in Australia are forecasting a collective capital project spend of over A\$3,5 billion per annum for the next ten years
- Clough USA successfully established an EPC business in North America with the energy market presenting significant opportunity in the region
- Large greenfield LNG opportunities in Australasia remain limited in the near term, while smaller brownfield expansion opportunities are reliant on an increase in the oil price
- Pipeline opportunity R66,4 billion (category 1)

| Office | Location | Businesses |
|-------------|-------------------------------------|--|
| Clough | Perth, Sydney & Brisbane, Australia |   |
| Clough | Port Moresby, Papua New Guinea | |
| e2o | Adelaide, Australia |   |
| Booth Welsh | Ayrshire, Scotland | |
| Clough USA | Houston, USA |   |
| CH-IV | Houston, USA | |
| Enercore | Calgary, Canada | |



Market focus:

- **Global:** Underground and open pit mining services and material logistics in global metals and minerals markets

Market conditions:

- R206 million COVID-19 profit impact
- Capital investment in the mining sector has held up, mainly in brownfield expansions
- Growth in client capital expenditure expected to level off over the next three years
- Platform expanding its service offering to include open pit mining services, providing step-change to grow this business into the future

Order book:

- June 2020: R19,4 billion

Platform prospects:

- Platform holds leading position in most major regional underground mining markets in the western world
- Capital investment is mainly targeted at brownfield expansions, with few greenfield projects
- TNT is well established in the Americas, with opportunities to expand its services to Africa and Australasia leveraging platform relationships
- The Boipelo coal-mining joint venture which undertakes mining projects exclusively in the South African coal fields, is performing well
- Pipeline opportunity R45,1 billion (category 1)






| Office | Location | Businesses |
|---------------------------------|-------------------------------|---|
| Cementation Canada | North Bay, Canada |   |
| Merit Consultants International | Vancouver, Canada | |
| Cementation USA | Salt Lake City, USA |    |
| Terra Nova Technologies | Santee, USA | |
| Murray & Roberts Cementation | Johannesburg, South Africa |   |
| Murray & Roberts Cementation | Kitwe, Zambia | |
| Murray & Roberts Cementation | Accra, Ghana |  |
| RUC Cementation & Insig | Perth & Kalgoorlie, Australia | |
| GCR Mongolia | Ulaanbaatar, Mongolia | |

POWER, INDUSTRIAL & WATER

PLATFORM OVERVIEW

SSA

Johannesburg
Maputo
Cape Town

| Office | Location | Businesses |
|--------------------------------------|----------------------------|--|
| Murray & Roberts Power & Energy | Johannesburg, South Africa |       |
| Murray & Roberts Water | Johannesburg, South Africa | |
| OptiPower Projects | Cape Town, South Africa | |
| Aquamarine Water Treatment | Johannesburg, South Africa | |
| Wade Walker | Johannesburg, South Africa | |
| Murray & Roberts Mozambique Limitada | Maputo, Mozambique | |

Market focus:

- **Sub-Saharan Africa:** Power, industrial and water markets

Market conditions:

- R43 million COVID-19 profit impact
- Limited investment in South Africa, apart from expected investment in the short to medium term in overland transmission and distribution subsector

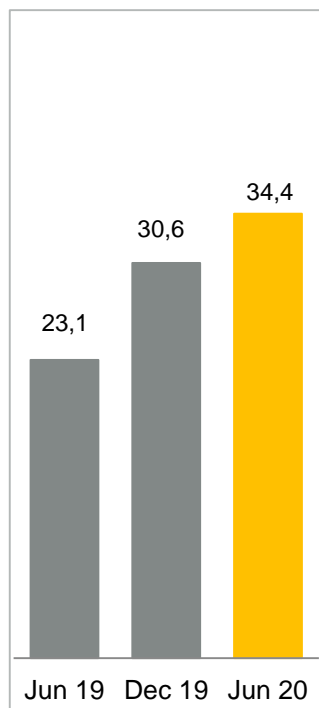
Order book:

- June 2020: R0,4 billion

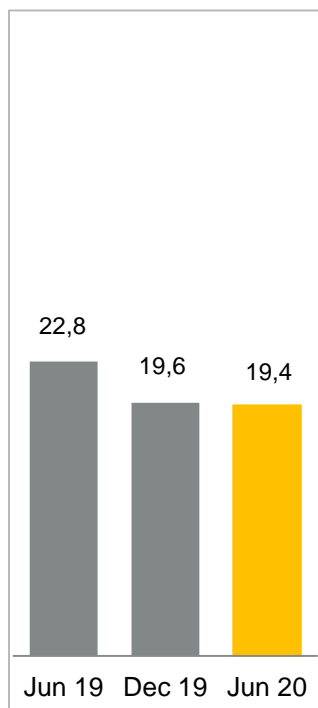
Platform prospects:

- In the transmission, distribution and substation markets, several projects in sub-Saharan countries are at advanced stages of development and implementation
- Eskom has 800km of 400kV and 200km of 132 kV out on enquiry, with transmission tenders to the value of R2,5 billion under adjudication
- The LNG projects in Mozambique are proceeding and present substantial opportunity, albeit only as from FY2022
- Investment in the local water sector continues to be limited, however, the Athlone wastewater project was secured in Cape Town
- In-principle agreement to relocate the Organica wastewater treatment demonstration plant to the V&A Waterfront
- Pipeline opportunity R9,8 billion (category 1)

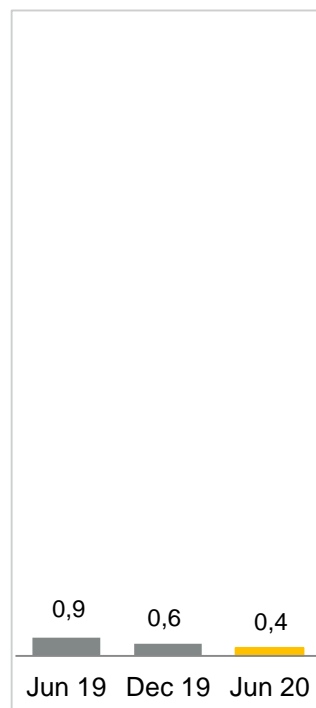
Energy, Resources & Infrastructure



Mining



Power, Industrial & Water



Total



1. Energy, Resources & Infrastructure platform built a record high order book
2. Mining order book declined, but is supported by a strong project pipeline
3. Power, Industrial & Water order book low, with the scope of work at Medupi and Kusile largely complete, with limited near-term opportunity, other than in overland transmission and distribution subsector

ORDER BOOK

GEOGRAPHY & TIME DISTRIBUTION

| Platform | Order book % split | | Order book Rbn | | Order book Rbn | | |
|------------------------------------|--------------------|------|----------------|-----------|----------------------|--------|---------|
| | SADC | Int. | June 2020 | June 2019 | FY Time Distribution | | |
| Energy, Resources & Infrastructure | | 100 | 34,4 | 23,1 | 2021 | 8,7 | |
| | | | | | 2022 | 8,9 | |
| | | | | | >2022 | 16,8 | |
| Mining | 66 | 34 | 19,4 | 22,8 | 2021 | 7,5 | |
| | | | | | 2022 | 4,0 | |
| | | | | | >2022 | 7,9 | |
| Power, Industrial & Water | 100 | | 0,4 | 0,9 | 2021 | 0,4 | |
| | | | | | 2022 | | |
| | | | | | >2022 | | |
| | 24% | 76% | 54,2 | 46,8 | 16,6 | 12,9 | 24,7 |
| | | | | | FY2021 | FY2022 | >FY2022 |

| | | | |
|-----------|--------|--------|---------|
| June 2019 | 14,1 | 9,4 | 23,3 |
| | FY2020 | FY2021 | >FY2021 |
| June 2018 | 12,9 | 9,4 | 7,8 |
| | FY2019 | FY2020 | >FY2020 |

ORDER BOOK, NEAR ORDERS & PIPELINE

STRONG PIPELINE

| Rbn | Order book | Pipeline | | | |
|------------------------------------|-------------|-------------|--------------|--------------|--------------|
| | | Near orders | Category 1 | Category 2 | Category 3 |
| Energy, Resources & Infrastructure | 34,4 | 1,0 | 66,4 | 52,3 | 390,7 |
| Mining | 19,4 | 10,4 | 45,1 | 39,0 | 60,8 |
| Power, Industrial & Water | 0,4 | - | 9,8 | 32,2 | 18,3 |
| 30 June 2020 | 54,2 | 11,4 | 121,3 | 123,5 | 469,8 |
| 31 December 2019 | 50,8 | 6,4 | 70,5 | 81,9 | 515,3 |

- Robust near orders of R11,4 billion
- Category 1 opportunities include four projects which are being negotiated on a sole-source basis, with a combined value of approximately R40 billion

PIPELINE DEFINITION

Near orders: Tenders where the Group is the preferred bidder and final award is subject to financial/commercial close – there is more than a 95% chance that these orders will be secured

Category 1: Tenders submitted or tenders the Group is currently working on (excluding near orders) – projects developed by clients to the stage where firm bids are being invited – reasonable chance of being secured as projects are a function of (1) final client approval and (2) bid win probability

Category 2: Budgets, feasibilities and prequalification the Group is currently working on – project planning underway, not at a stage yet where projects are ready for tender

Category 3: Leads and opportunities which are being tracked and are expected to come to market in the next 36 months – identified opportunities that are likely to be implemented, but still in pre-feasibility stage



FINANCIAL RESULTS & SEGMENTAL ANALYSIS

TUMELA MINE PROJECT - SOUTH AFRICA

GROUP FINANCIALS

STATEMENT OF FINANCIAL PERFORMANCE

| Rm | FY2020 | FY2019 [#] | Variance |
|---|---------------|---------------------|--------------|
| Revenue | 20 838 | 20 113 | 725 |
| EBITDA | 834 | 1 324 | (490) |
| EBIT | (17) | 847 | (864) |
| Net interest expense | (221) | (56) | (165) |
| Taxation | (151) | (297) | 146 |
| Profit/(loss) from equity accounted investments | 2 | (4) | 6 |
| (Loss)/profit from continuing operations | (387) | 490 | (877) |
| Discontinued operations | 32 | (143) | 175 |
| Non-controlling interests | 3 | (10) | 13 |
| Attributable (loss)/profit | (352) | 337 | (689) |

- EBIT – COVID-19 impact of R622 million, goodwill impairment of R63 million, impairment of uncertified revenue of R46 million
- Net interest expense - variance mainly due to increased working capital and IFRS 16 implementation
- Tax charge due to withholding tax in foreign jurisdictions, as well as losses in entities where future taxable earnings are uncertain
- Discontinued operations - Genrec vendor loan impairment and operating costs incurred in the Middle East, were offset by an exchange rate gain on intercompany loans to the Middle East

[#] Restated for discontinued operations

| Rm | FY2020 |
|--|-------------|
| Continuing EBIT | (17) |
| | |
| COVID-19 Impact | 622 |
| • Energy, Resources & Infrastructure | 179 |
| • Mining | 206 |
| • Power, Industrial & Water | 43 |
| • Bombela Concession Company | 194 |
| | |
| Goodwill Impairments | 63 |
| | |
| Uncertified Revenue Impairments | 46 |
| | |
| Normalised Continuing EBIT | 714 |

GROUP FINANCIALS

NET INTEREST EXPENSE ANALYSIS

| Rm | FY2020 | FY2019 | Variance |
|---|--------|--------|----------|
| Net interest expense from continuing operations | (221) | (56) | (165) |
| | | | |
| Implementation of IFRS 16 | | | (65) |
| Acquisition of additional 17% shares in Bombela Concession Company, financed post December 2018 | | | (13) |
| TNT acquisition funding | | | (15) |
| | | | |
| Working capital management | | | (72) |
| | | | |

SEGMENTAL ANALYSIS

FOR THE YEAR ENDED 30 JUNE 2020

Energy, Resources & Infrastructure
Mining
Power, Industrial & Water
Bombela

| Rm | Engineering & Construction | | Global Marine | | Commissioning & Maintenance | | Corporate & Other | | Total | |
|---------------------------|----------------------------|--------|---------------|------|-----------------------------|-------|-------------------|-------|---------------|---------------|
| | 2020 | 2019 | 2020 | 2019 | 2020 | 2019 | 2020 | 2019 | 2020 | 2019 |
| Revenue | 6 020 | 3 905 | 33 | - | 520 | 2 496 | 303 | 327 | 6 876 | 6 728 |
| Operating (loss) / profit | (322) | (162) | 4 | (44) | 181 | 468 | (317) | (360) | (454) | (98) |
| Operating margin | (5%) | (4%) | 12% | - | 35% | 19% | - | - | (7%) | (1%) |
| Order book | 33 414 | 22 209 | 443 | - | 604 | 853 | - | - | 34 461 | 23 062 |

Result impacted by COVID-19 and challenging market conditions, but record high order book

- Engineering & Construction:** Revenue growth reflective of acquired Clough USA business and recently secured infrastructure contracts. Operating loss due to COVID-19 and two lossmaking projects, one of which formed part of the business acquired in the USA in 2019, where project losses far exceeded the warranties provided by the seller. Order book increase following award of the Next Wave project in the USA
- Global Marine:** LNG Canada marine project secured. Revenue, operating profit and order book reflect this award
- Commissioning & Maintenance:** Reduction in revenue and order book due to now completed Ichthys project. Operating margin includes release of risk contingencies after successful close out of completed projects
- Corporate & Other:** Decrease in overheads due to cost savings and charge-out of tender costs to operations. This cost reduction was partially offset by R34 million impairment of goodwill

SEGMENTAL ANALYSIS

FOR THE YEAR ENDED 30 JUNE 2020

Energy, Resources &
Infrastructure

Mining

Power, Industrial & Water

Bombela

| Rm | Africa | | Australasia | | The Americas | | Total | |
|------------------|--------|--------|-------------|-------|--------------|-------|--------|--------|
| | 2020 | 2019 | 2020 | 2019 | 2020 | 2019 | 2020 | 2019 |
| Revenue | 3 210 | 2 853 | 3 628 | 3 148 | 5 134 | 4 860 | 11 972 | 10 861 |
| Operating profit | 242 | 239 | - | 253 | 388 | 322 | 630 | 814 |
| Operating margin | 8% | 8% | - | 8% | 8% | 7% | 5% | 7% |
| Order book | 12 888 | 13 812 | 3 024 | 3 391 | 3 483 | 5 613 | 19 395 | 22 816 |

Commendable result despite COVID-19 impact. Order book decreased, but is supported by strong project pipeline

- Africa:** The progression of work at Kalagadi, Venetia and Mufulira resulted in higher revenue. Operating profit in line with prior year. Kalagadi relationship strained
- Australasia:** Despite growth in revenue, breakeven result largely due to losses incurred at the now completed Mt Morgans project and COVID-19 impact
- The Americas:** Revenue and earnings growth reflective of the contribution by the acquired TNT business and strong execution on current projects

SEGMENTAL ANALYSIS

FOR THE YEAR ENDED 30 JUNE 2020

Energy, Resources &
Infrastructure

Mining

Power, Industrial & Water

Bombela

| Rm | Power ¹ | | Water | | Transmission & Distribution | | Other ² | | Corporate | | Total | |
|---------------------------|--------------------|-------|--------|--------|--------------------------------|------|--------------------|-------|-----------|------|-------|-------|
| | 2020 | 2019 | 2020 | 2019 | 2020 | 2019 | 2020 | 2019 | 2020 | 2019 | 2020 | 2019 |
| Revenue | 1 052 | 2 025 | 11 | 21 | 312 | - | 612 | 471 | - | - | 1 987 | 2 517 |
| Operating profit / (loss) | 171 | 228 | (62) | (21) | 21 | - | (55) | (148) | (119) | (91) | (44) | (32) |
| Operating margin | 16% | 11% | (564%) | (100%) | 7% | - | (9%) | (31%) | - | - | (2%) | (1%) |
| Order book | 15 | 419 | 114 | - | 112 | - | 131 | 516 | - | - | 372 | 935 |

Power Programme profit winding down, impairments and COVID-19, partially offset by OptiPower performance

- Power:** Decline in revenue, operating profit and order book reflective of largely completed Power Programme
- Water:** Limited investment in water infrastructure resulted in no project work and R29 million impairment in the current year. Athlone wastewater project awarded in January 2020, but notice to proceed not yet received
- Transmission & Distribution:** OptiPower shows strong revenue and operating margin. Overland power transmission and distribution sector tenders under adjudication for which OptiPower is well positioned
- Other:** Lack of investment in South Africa, presenting limited project opportunity. Current year loss largely due to COVID-19
- Corporate:** Notwithstanding reduction in total overhead cost, cost recovery from projects significantly down due to decrease in revenue

¹ All power sector projects, including Power Programme (Medupi & Kusile)

² Includes Resources & Industrial and Electrical & Instrumentation projects

SEGMENTAL ANALYSIS

FOR THE YEAR ENDED 30 JUNE 2020

Energy, Resources &
Infrastructure

Mining

Power, Industrial & Water

Bombela

| Rm | Bombela Investments | |
|------------------|---------------------|------|
| | 2020 | 2019 |
| Revenue | - | - |
| Operating profit | 119 | 306 |
| Order book | - | - |

Operating results declined from prior year

1. Bombela Concession Company: Earnings down due to COVID-19 impact

SEGMENTAL ANALYSIS

FOR THE YEAR ENDED 30 JUNE 2020

Discontinued Operations

| Rm | Middle East | | Other | | Total | |
|---------------------------|-------------|-------------------|-------|------|------------|-------------------|
| | 2020 | 2019 [#] | 2020 | 2019 | 2020 | 2019 [#] |
| Revenue | 119 | 54 | 63 | 91 | 182 | 145 |
| Operating (loss) / profit | 120 | (56) | (101) | (90) | 19 | (146) |

Discontinued operations include:

Operating profit in Middle East due to an exchange rate gain on intercompany loans. Other includes an R80 million impairment of the Genrec vendor loan

[#] Middle East has been classified as a discontinued operation in the current period and the prior period is restated

| Rm | June 2020 | June 2019 [#] | Variance |
|---|---------------|------------------------|----------------|
| Total assets | 18 899 | 16 390 | 2 509 |
| Property, plant and equipment | 3 374 | 2 203 | 1 171 |
| Other non-current assets | 3 720 | 3 515 | 205 |
| Current assets | 8 390 | 7 196 | 1 194 |
| Cash and cash equivalents | 3 415 | 3 455 | (40) |
| Assets classified as held for sale | - | 21 | (21) |
| Total equity and liabilities | 18 899 | 16 390 | 2 509 |
| Shareholders' equity | 5 619 | 5 751 | (132) |
| Interest bearing debt - short term | 2 324 | 532 | 1 792 |
| - long term | 1 198 | 1 127 | 71 |
| Other non-current liabilities | 317 | 296 | 21 |
| Current liabilities | 9 441 | 8 684 | 757 |
| Liabilities classified as held for sale | - | - | - |
| Net cash excluding IFRS 16 | 747 | 1 796 | (1 049) |
| Net (debt) / cash post IFRS 16 | (107) | 1 796 | (1 903) |

- Increase in property, plant and equipment, mainly due to IFRS 16 impact of R0,6 billion, as well as a foreign exchange impact of R0,4 billion
- Increase in current assets (R1,2 billion), mainly due to timing of debtor collections. Funded by an increase in bank overdraft (R1,1 billion)
- Interest bearing debt increased by R1,9 billion mainly due to IFRS 16 (R0,9 billion) and bank overdraft (R1,1 billion)

[#] Restated for measurement period adjustment

DEBT ANALYSIS

PRUDENT GEARING LEVEL

| | | |
|-------------------|---|----------------|
| Group Debt | Total Debt (Rm) | (3 522) |
| | Self servicing debt | (1 148) |
| | Asset based finance - project specific | (908) |
| | Bombela Concession Company preference shares | (240) |
| | Corporate debt | (1 520) |
| | TNT acquisition – March 19 (acquisition value R635 million) | (311) |
| | Overdrafts and sundry loans | (1 209) |
| | IFRS 16 | (854) |

| | | |
|-----------------------------|--|----------------|
| Group Gearing Ratios | Total Debt (Rm) | (3 522) |
| | Self servicing debt | (1 148) |
| | Corporate debt | (1 520) |
| | IFRS 16 | (854) |
| | Total Equity (Rm) | 5 619 |
| | Gearing (excl. IFRS 16 & self servicing debt) | 27% |
| | Gearing (excl. IFRS 16) | 47% |
| | Gearing (incl. IFRS 16) | 63% |



FOCUS AREAS & PRESENTATION TAKEAWAYS

GREAT NORTHERN HIGHWAY KOODAIKERI BRIDGE – WESTERN AUSTRALIA

FY2021 FOCUS AREAS



Order book growth



Exit Middle East



Project execution
(Engineered Excellence)



**Progress
digitalisation**



**Reduce working
capital**

PRESENTATION TAKEAWAYS



Murray & Roberts has established a stable base from which it can grow organically and through acquisition. Market focus broadened to mitigate cyclicalities of natural resources markets. Emerged from initial COVID-19 period with a strong balance sheet and order book



Robust cash position, R1,5 billion of unrestricted cash and R2,8 billion of unutilised credit facilities. Net asset value of R5,6 billion (R13 per share)



Significant, quality order book of R54,2 billion and near orders of R11,4 billion



Energy, Resources & Infrastructure: Significantly increased order book. Multi-billion transport and mining infrastructure spend forecast in Australia over the next five to ten years. Platform expected to again become a meaningful contributor towards Group earnings in the short to medium term



Mining: Delivered commendable result. Platform expanding its service offering to include open pit mining services, providing step-change for future growth. Establishing a meaningful position in this market segment will require an acquisition. Growth in client capital expenditure expected to level off over the next three years



Power, Industrial & Water: Lack of investment resulting in limited project opportunities, other than in transmission and distribution subsector with R2,5 billion tenders to Eskom under adjudication, which will benefit OptiPower. LNG in Mozambique only as from FY2022



Group: Strong order book and robust financial position, sufficient to fund growth plans. Return to profitability expected in FY2021 and earnings growth beyond

1. *This presentation includes certain various “forward-looking statements” within the meaning of Section 27A of the US Securities Act 10 1933 and Section 21E of the Securities Exchange Act of 1934 that reflect the current views or expectations of the Board with respect to future events and financial and operational performance. All statements other than statements of historical fact are, or may be deemed to be, forward-looking statements, including, without limitation, those concerning: the Group’s strategy; the economic outlook for the industry and the Group’s liquidity and capital resources and expenditure. These forward-looking statements speak only as of the date of this presentation and are not based on historical facts, but rather reflect the Group’s current expectations concerning future results and events and generally may be identified by the use of forward-looking words or phrases such as “believe”, “expect”, “anticipate”, “intend”, “should”, “planned”, “may”, “potential” or similar words and phrases. The Group undertakes no obligation to update publicly or release any revisions to these forward looking statements to reflect events or circumstances after the date of this presentation or to reflect the occurrence of any unexpected events. Any forward-looking information contained in this presentation has not been reviewed nor reported upon by the Group’s external auditors.*
2. *The financial information on which this presentation is based, has not been reviewed and reported on by the Company’s external auditors.*
3. *Neither the content of the Group’s website, nor any website accessible by hyperlinks on the Group’s website is incorporated in, or forms part of, this presentation.*



REPORT TO STAKEHOLDERS

FOR THE YEAR ENDED 30 JUNE 2020

This presentation is available on www.murrob.com



REPORT TO STAKEHOLDERS

FOR THE YEAR ENDED 30 JUNE 2020

APPENDIX

GROUP FINANCIALS

STATEMENT OF FINANCIAL PERFORMANCE

| Rm | FY2020 | FY2019 [#] | Variance |
|---|---------------|---------------------|--------------|
| Revenue | 20 838 | 20 113 | 725 |
| EBITDA | 834 | 1 324 | (490) |
| EBIT | (17) | 847 | (864) |
| Net interest expense | (221) | (56) | (165) |
| Taxation | (151) | (297) | 146 |
| Profit/(loss) from equity accounted investments | 2 | (4) | 6 |
| (Loss)/profit from continuing operations | (387) | 490 | (877) |
| Discontinued operations | 32 | (143) | 175 |
| Non-controlling interests | 3 | (10) | 13 |
| Attributable (loss)/profit | (352) | 337 | (689) |

[#] Restated for discontinued operations



GROUP FINANCIALS

STATEMENT OF FINANCIAL PERFORMANCE

| Rm | FY2020 | FY2019 [#] | Variance |
|---------|--------|---------------------|----------|
| Revenue | 20 838 | 20 113 | 725 |

Revenue increased by 4%:

1. Mainly due to a strong contribution from Mining

[#] Restated for discontinued operations

GROUP FINANCIALS

STATEMENT OF FINANCIAL PERFORMANCE

| Rm | FY2020 | FY2019 [#] | Variance |
|---------------|------------|---------------------|--------------|
| Revenue | 20 838 | 20 113 | 725 |
| EBITDA | 834 | 1 324 | (490) |

Decrease in EBITDA:

1. COVID-19 impact of R622m, goodwill impairment R63m and uncertified revenue impairment of R46m
2. Offset by IFRS 16 impact of R241m

[#] Restated for discontinued operations

| Rm | FY2020 | FY2019 [#] | Variance |
|-------------|-------------|---------------------|--------------|
| Revenue | 20 838 | 20 113 | 725 |
| EBITDA | 834 | 1 324 | (490) |
| EBIT | (17) | 847 | (864) |

Decrease in EBIT as a result of lower EBITDA and:

1. Depreciation of R759m (FY2019: R418m). Current year includes IFRS 16 impact of R241m
2. Amortisation of intangible assets of R92m (FY2019: R59m)

[#] Restated for discontinued operations

| Rm | FY2020 | FY2019 [#] | Variance |
|-----------------------------|--------------|---------------------|--------------|
| Revenue | 20 838 | 20 113 | 725 |
| EBITDA | 834 | 1 324 | (490) |
| EBIT | (17) | 847 | (864) |
| Net interest expense | (221) | (56) | (165) |

Increase in net interest expense due to:

1. Implementation of IFRS 16 of R65m
2. Acquisition of additional 17% shares in Bombela Concession Company, financed post December 2018 of R15m
3. TNT acquisition funding of R13m
4. Working capital management of R72m

[#] Restated for discontinued operations

GROUP FINANCIALS

STATEMENT OF FINANCIAL PERFORMANCE

| Rm | FY2020 | FY2019 [#] | Variance |
|----------------------|--------------|---------------------|------------|
| Revenue | 20 838 | 20 113 | 725 |
| EBITDA | 834 | 1 324 | (490) |
| EBIT | (17) | 847 | (864) |
| Net interest expense | (221) | (56) | (165) |
| Taxation | (151) | (297) | 146 |

Effective rate of tax remains high mainly due to:

1. Withholding tax in foreign jurisdictions
2. Losses incurred in jurisdictions where future taxable earnings are not certain
3. Non-deductible expenditure (corporate transaction cost)

[#] Restated for discontinued operations

GROUP FINANCIALS

STATEMENT OF FINANCIAL PERFORMANCE

| Rm | FY2020 | FY2019 [#] | Variance |
|---|-----------|---------------------|------------|
| Revenue | 20 838 | 20 113 | 725 |
| EBITDA | 834 | 1 324 | (490) |
| EBIT | (17) | 847 | (864) |
| Net interest expense | (221) | (56) | (165) |
| Taxation | (151) | (297) | 146 |
| Profit/(loss) from equity accounted investments | 2 | (4) | 6 |
| (Loss)/income from continuing operations | (387) | 490 | (877) |
| Discontinued operations | 32 | (143) | 175 |

Discontinued operations include:

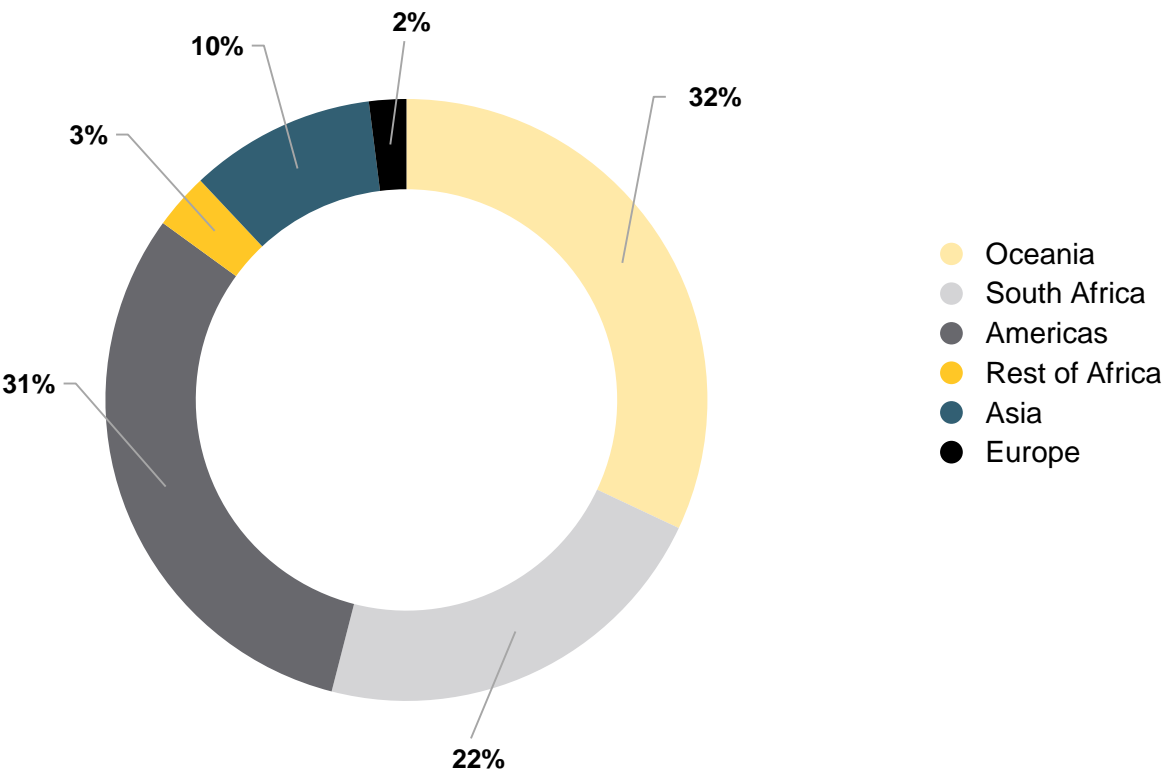
1. Operating profit in Middle East due to an exchange rate gain on intercompany loans, partially offset by an impairment of the Genrec vendor loan

[#] Restated for discontinued operations

GEOGRAPHIC DIVERSIFICATION

BRINGS RESILIENCE THROUGHOUT ECONOMIC CYCLE

Revenue Distribution



GROUP FINANCIALS

STATEMENT OF FINANCIAL POSITION

| Rm | June 2020 | June 2019 [#] | Variance |
|---|---------------|------------------------|----------------|
| Total assets | 18 899 | 16 390 | 2 509 |
| Property, plant and equipment | 3 374 | 2 203 | 1 171 |
| Other non-current assets | 3 720 | 3 515 | 205 |
| Current assets | 8 390 | 7 196 | 1 194 |
| Cash and cash equivalents | 3 415 | 3 455 | (40) |
| Assets classified as held for sale | - | 21 | (21) |
| Total equity and liabilities | 18 899 | 16 390 | 2 509 |
| Shareholders' equity | 5 619 | 5 751 | (132) |
| Interest bearing debt - short term | 2 324 | 532 | 1 792 |
| - long term | 1 198 | 1 127 | 71 |
| Other non-current liabilities | 317 | 296 | 21 |
| Current liabilities | 9 441 | 8 684 | 757 |
| Liabilities classified as held for sale | - | - | - |
| Net cash excluding IFRS 16 | 747 | 1 796 | (1 049) |
| Net (debt) / cash post IFRS 16 | (107) | 1 796 | (1 903) |

[#] Restated for measurement period adjustment

GROUP FINANCIALS

STATEMENT OF FINANCIAL POSITION

| Rm | June 2020 | June 2019 [#] | Variance |
|--------------------------------------|---------------|------------------------|--------------|
| Total assets | 18 899 | 16 390 | 2 509 |
| Property, plant and equipment | 3 374 | 2 203 | 1 171 |

Increase in property, plant and equipment:

1. Mainly due to IFRS 16 implementation and foreign exchange

[#] Restated for measurement period adjustment

GROUP FINANCIALS

STATEMENT OF FINANCIAL POSITION

| Rm | June 2020 | June 2019 [#] | Variance |
|---------------------------------|---------------|------------------------|--------------|
| Total assets | 18 899 | 16 390 | 2 509 |
| Property, plant and equipment | 3 374 | 2 203 | 1 171 |
| Other non-current assets | 3 720 | 3 515 | 205 |

Non-current assets comprise of:

1. Deferred taxation assets (R689m)
2. Goodwill and intangible assets (R1 631m)
3. Equity accounted and other investments (R78m)
4. Bombela Concession Company investment (R1 225m)
5. Net investment in lease - IFRS 16 (R76m)
6. Other non-current assets (R21m)

[#] Restated for measurement period adjustment

GROUP FINANCIALS

STATEMENT OF FINANCIAL POSITION

| Rm | June 2020 | June 2019 [#] | Variance |
|-------------------------------|---------------|------------------------|--------------|
| Total assets | 18 899 | 16 390 | 2 509 |
| Property, plant and equipment | 3 374 | 2 203 | 1 171 |
| Other non-current assets | 3 720 | 3 515 | 205 |
| Current assets | 8 390 | 7 196 | 1 194 |

Current assets comprise:

1. Contracts-in-progress and contract receivables (R6 039m)
2. Other receivables, including joint venture loans (R1 897m)
3. Inventories (R360m)
4. Current taxation asset (R21m)
5. Net investment in lease – IFRS 16 (R73m)

[#] Restated for measurement period adjustment

GROUP FINANCIALS

STATEMENT OF FINANCIAL POSITION

| Rm | June 2020 | June 2019 [#] | Variance |
|----------------------------------|---------------|------------------------|--------------|
| Total assets | 18 899 | 16 390 | 2 509 |
| Property, plant and equipment | 3 374 | 2 203 | 1 171 |
| Other non-current assets | 3 720 | 3 515 | 205 |
| Current assets | 8 390 | 7 196 | 1 194 |
| Cash and cash equivalents | 3 415 | 3 455 | (40) |

Cash consists mainly of:

1. Unrestricted cash of R2,6bn, excluding overdraft of R1,1bn
2. Restricted cash of R0,8bn

[#] Restated for measurement period adjustment

GROUP FINANCIALS

STATEMENT OF FINANCIAL POSITION

| Rm | June 2020 | June 2019 [#] | Variance |
|-------------------------------------|---------------|------------------------|--------------|
| Total assets | 18 899 | 16 390 | 2 509 |
| Property, plant and equipment | 3 374 | 2 203 | 1 171 |
| Other non-current assets | 3 720 | 3 515 | 205 |
| Current assets | 8 390 | 7 196 | 1 194 |
| Cash and cash equivalents | 3 415 | 3 455 | (40) |
| Assets classified as held for sale | - | 21 | (21) |
| Total equity and liabilities | 18 899 | 16 390 | 2 509 |
| Shareholders' equity | 5 619 | 5 751 | (132) |

Movement in shareholders' equity:

1. Attributable earnings (-R352m)
2. Dividend declared and paid (-R227m)
3. Foreign currency translation reserve and other movements (R571m)
4. IFRS 16 and IFRIC 23 adjustment (-R124m)

[#] Restated for measurement period adjustment

GROUP FINANCIALS

STATEMENT OF FINANCIAL POSITION

| Rm | June 2020 | June 2019 [#] | Variance |
|---|---------------|------------------------|--------------|
| Total assets | 18 899 | 16 390 | 2 509 |
| Property, plant and equipment | 3 374 | 2 203 | 1 171 |
| Other non-current assets | 3 720 | 3 515 | 205 |
| Current assets | 8 390 | 7 196 | 1 194 |
| Cash and cash equivalents | 3 415 | 3 455 | (40) |
| Assets classified as held for sale | - | 21 | (21) |
| Total equity and liabilities | 18 899 | 16 390 | 2 509 |
| Shareholders' equity | 5 619 | 5 751 | (132) |
| Interest bearing debt - short term | 2 324 | 532 | 1 792 |
| - long term | 1 198 | 1 127 | 71 |

Increase in interest bearing debt (R1,9bn) mainly due to:

1. IFRS 16 implementation (R0,9bn) and bank overdraft (R1,1bn)

[#] Restated for measurement period adjustment



STRATEGY OVERVIEW & PLATFORM CAPABILITY

POLOKWANE SO₂ ABATEMENT PROJECT, SOUTH AFRICA



To be a multinational specialist engineering and construction Group focused on the natural resources sector

- *Specialist contractor vs. general contractor*
- *Defines geographic reach, core business and market focus*
- *Resources, industrial, energy, water and specialised infrastructure*



To provide services across the project lifecycle

- *Optimise value recognition from project opportunities*
- *Engineering, procurement, construction, commissioning, operations and maintenance*
- *Variety of contracting models, ranging from cost reimbursable to EPC lump sum*



To achieve *Engineered Excellence* in all aspects of the business (health & safety, risk & commercial, project delivery)

- *Our people, values driven culture, business systems and processes*



To achieve growth through acquisition and organic growth

- *Developed markets, higher margin market segments*

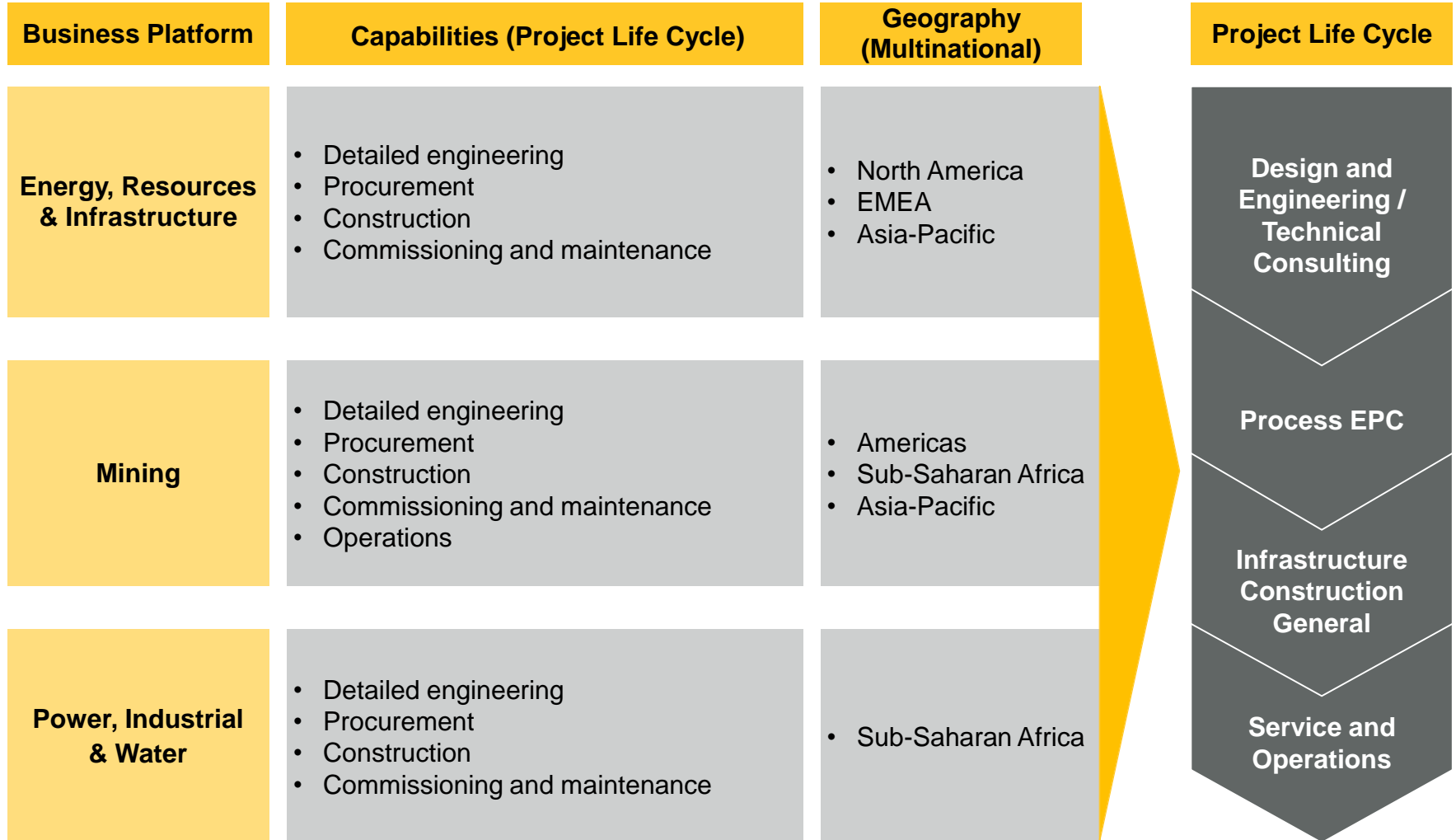


To enhance shareholder value

- *Financial performance and dividend policy*

STRATEGIC DIRECTION

BUSINESS MODEL: COMPREHENSIVE SERVICE OFFERING ACROSS PROJECT LIFE CYCLE IN SELECTED NATURAL RESOURCES MARKETS



ENERGY, RESOURCES & INFRASTRUCTURE

The Energy, Resources & Infrastructure platforms' extensive service offering spans the full asset life cycle, including specialist engineering, construction & EPC, commissioning, and operations & maintenance. Services are provided on new build facilities (greenfields) and operating facilities (brownfields)

In response to challenging oil and gas market conditions, the platform has broadened its market focus to include resources (metals & minerals) and infrastructure markets, which mitigates the impact of market cyclicality.

The businesses within this platform are:

- Booth Welsh – Ayrshire, Scotland
- CH-IV – Houston and Baltimore, USA
- Clough USA – Houston, USA
- Clough – Perth, Brisbane and Sydney, Australia
- Clough Enercore – Calgary and Vancouver, Canada
- e2o – Adelaide, Australia



Clough (Australia) works with some of the world's largest companies to engineer, construct, commission and maintain a comprehensive range of facilities for energy, metals and minerals, and infrastructure projects. The company's full project lifecycle delivery model reduces risk and optimises safety, productivity and cost across every phase of a project



Clough Enercore (Canada) brings together leading engineering and project management contractor, Clough, with Canada's niche but renowned oil and gas EPCM contractor Enercore, to offer a fresh approach to contracting for the Canadian oil and gas sector



E2o (Australia) is a leading multi-discipline commissioning contractor. The company provides an independent commissioning solution across the entire project lifecycle. This service plans and integrates commissioning requirements throughout the engineering, construction, start up and handover phases of the project



Booth Welsh (Scotland) specialises in the provision of electrical, instrumentation and automation design, process consultancy, project management, implementation and commissioning services



CH-IV (USA) provides consulting services to global LNG asset developers, regulators, facility owners, operators and lenders to ensure assets are designed, developed, constructed and operated safely and in accordance with codes, regulations, and the project's technical and commercial specifications



Clough USA is an EPC contractor in the oil and gas sector which gives Clough the ability to deliver projects to a rapidly growing market in the USA. It's a strong project controls organisation, staffed with competent people with a full EPC capability

The Mining platform's service offering spans the project life cycle, including feasibility studies, specialist engineering, vertical and decline shaft construction, mine development, specialist mining services such as raise boring and grouting, and contract mining, as well as open pit mining.

The businesses within this platform are:

- Cementation AG – Salt Lake City, USA
- Cementation Canada – North Bay, Canada
- Cementation USA – Salt Lake City, USA
- GCR Mongolia - Ulaanbaatar, Mongolia
- Merit Consultants International – Vancouver, Canada
- Murray & Roberts Cementation – Johannesburg, South Africa
- RUC Cementation Mining & Insig – Perth & Kalgoorlie, Australia
- Terra Nova Technologies – Santee, USA



**Murray & Roberts
Cementation**



Cementation AG
SAFELY HANDLING & PROCESSING MINERALS



Cementation Canada & USA is a leading provider of underground mining contracting and engineering services throughout North and South America. The company specialises in the design and construction of underground facilities including shaft, ramp accesses, mine development and raises, as well as large diameter raise drilling

Murray & Roberts Cementation (Africa) is a first-choice mining contractor providing the best value for mining development and contracting services. The company offers a comprehensive range of capabilities and services, from concept to commissioning, and is the reputed leader in exploration drilling, shaft sinking, tunnelling, contract mining, raisedrilling and specialised mining services (engineering and design), with a strong track record of successful mine project delivery

RUC Mining (Australasia) is a shaft sinking and raise drilling specialist. RUC is based in Western Australia and operates in Australia and the Asia Pacific region. RUC's shaft sinking capability includes blind sinking and strip and line operations and offers a complete solution from installing shaft collars and excavating pre-sinks to main sinking and equipping large diameter shafts, in some of the most challenging environments in the world. The company has offices in Australia, Hong Kong, Indonesia and Mongolia

Merit (Canada) provides project and construction management services. Committed to keeping the scope of a project in the "owner's control", Merit acts as an extension of a project owner's development team and assists in the selection and co-ordination of resources best suited to a particular project

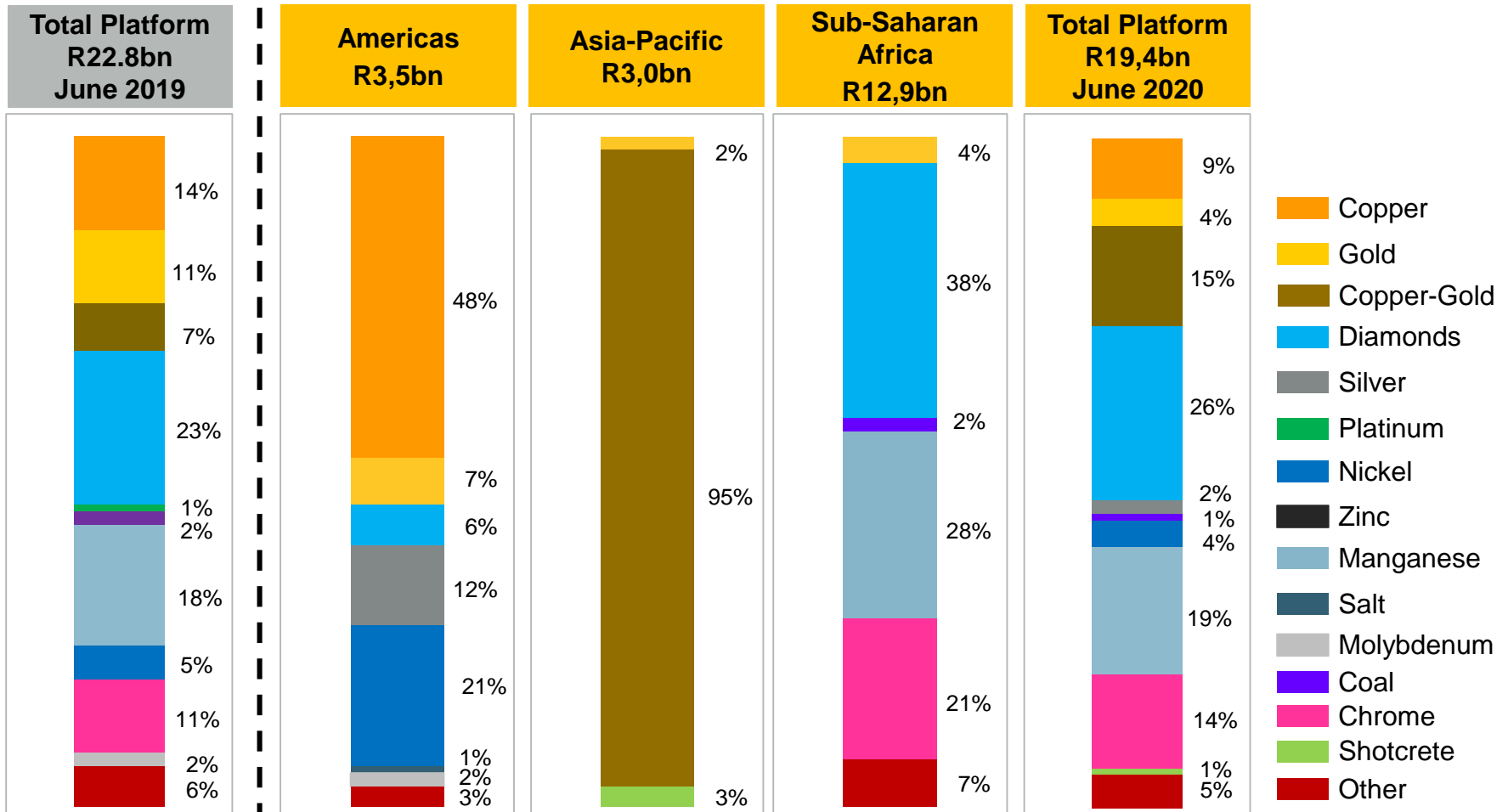
Cementation AG (USA) specialises in designing, procuring and constructing multi-faceted systems and facilities for unloading/loading, storing, conditioning and processing minerals.

Terra Nova Technologies (USA) designs, supplies and commissions overland conveyors, crushing/conveying systems, industry-renowned mobile stacking systems, heap leach systems and crushing and screening plants

GCR Mongolia is the combined skills and strengths of Gobi Infrastructure Partners LLC (GIP), Clough Projects International Pty Ltd (Clough) and RUC Cementation Mining (RUC), offering a level of project delivery which is unmatched in the market.

MINING PLATFORM

COMMODITY ORDER BOOK BREAKDOWN %



GOOD SPREAD OF COMMODITIES IN ORDER BOOK

POWER, INDUSTRIAL & WATER

The Power, Industrial & Water platform operates predominantly in Southern Africa and sub-Saharan Africa. Its service offering includes feasibility studies, detailed engineering, procurement, construction, commissioning and repairs and maintenance work. The platform has a primary focus on the power sector and extends its services to the industrial and water sectors, including:

- Repairs and maintenance
- Power transmission and distribution
- Industrial and domestic wastewater treatment
- Water sector chemical supply
- SMEIPP service offering to the mining, pulp, paper and chemical industries

The businesses within this platform are:

- Aquamarine Water Treatment
- Murray & Roberts Power & Energy
- Murray & Roberts Water
- OptiPower Projects
- Wade Walker

**Murray
& Roberts**

**Murray & Roberts
Power & Energy**
Engineers and Constructors

**Murray
& Roberts**

**Murray & Roberts
Water**
Engineers and Constructors



Murray & Roberts Power & Energy is the platform's engineering, procurement and construction ("EPC") projects implementer, adding unique value to the constructability, integration and ultimate performance of the projects it undertakes. Murray & Roberts Power & Energy offers the full spectrum of multi-disciplinary EPC services including piping, tanks farms & platework, mechanical, electrical, process equipment, structural steel & instrumentation.

Murray & Roberts Water has the capability and expertise to design, supply equipment, construct, commission, operate and maintain water treatment plants in Africa. Services include: mine water treatment; sea water desalination; industrial effluent treatment; municipal water & waste water re-use and water supply for power generation infrastructure. These can be offered as large scale permanent plants or modular containerised plants with the option to scale up if necessary

Aquamarine designs, manufactures and installs water treatment solutions. It offers a complete customised solution, including support for and maintenance of its installations. Aquamarine currently operates in a niche market for mainly small to-medium size installations and has developed a network of resellers throughout the African continent that serves as an extended business development network

Wade Walker designs, manufactures and installs water treatment solutions. It offers a complete customised solution, including support for and maintenance of its installations. Aquamarine currently operates in a niche market for mainly small to-medium size installations and has developed a network of resellers throughout the African continent that serves as an extended business development network

OptiPower Projects delivers projects in the transmission, distribution and substation sectors of the power market. OptiPower also has its own in-house engineering department that offers full turn-key design and specialised construction solutions to its customers

1. *This presentation includes certain various “forward-looking statements” within the meaning of Section 27A of the US Securities Act 10 1933 and Section 21E of the Securities Exchange Act of 1934 that reflect the current views or expectations of the Board with respect to future events and financial and operational performance. All statements other than statements of historical fact are, or may be deemed to be, forward-looking statements, including, without limitation, those concerning: the Group’s strategy; the economic outlook for the industry and the Group’s liquidity and capital resources and expenditure. These forward-looking statements speak only as of the date of this presentation and are not based on historical facts, but rather reflect the Group’s current expectations concerning future results and events and generally may be identified by the use of forward-looking words or phrases such as “believe”, “expect”, “anticipate”, “intend”, “should”, “planned”, “may”, “potential” or similar words and phrases. The Group undertakes no obligation to update publicly or release any revisions to these forward looking statements to reflect events or circumstances after the date of this presentation or to reflect the occurrence of any unexpected events. Any forward-looking information contained in this presentation has not been reviewed nor reported upon by the Group’s external auditors.*
2. *The financial information on which this presentation is based, has not been reviewed and reported on by the Company’s external auditors.*
3. *Neither the content of the Group’s website, nor any website accessible by hyperlinks on the Group’s website is incorporated in, or forms part of, this presentation.*



REPORT TO STAKEHOLDERS

FOR THE YEAR ENDED 30 JUNE 2020

This presentation is available on www.murrob.com