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MURRAY & ROBERTS GROUP MAGAZINE

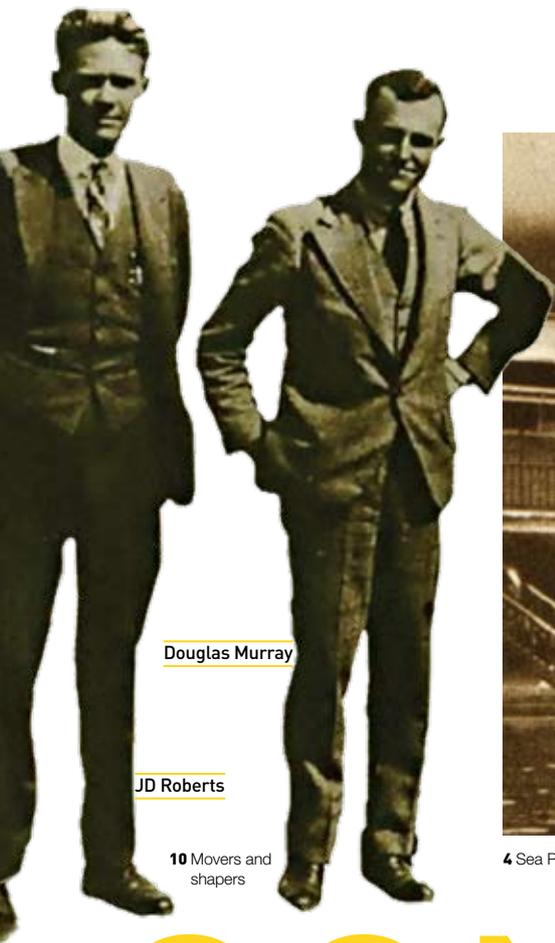
ROBUST.



Built to last

Celebrating the delivery of world class projects for more than a century

**Murray
& Roberts**



Douglas Murray

JD Roberts

10 Movers and shapers



4 Sea Point Pavilion – 1912

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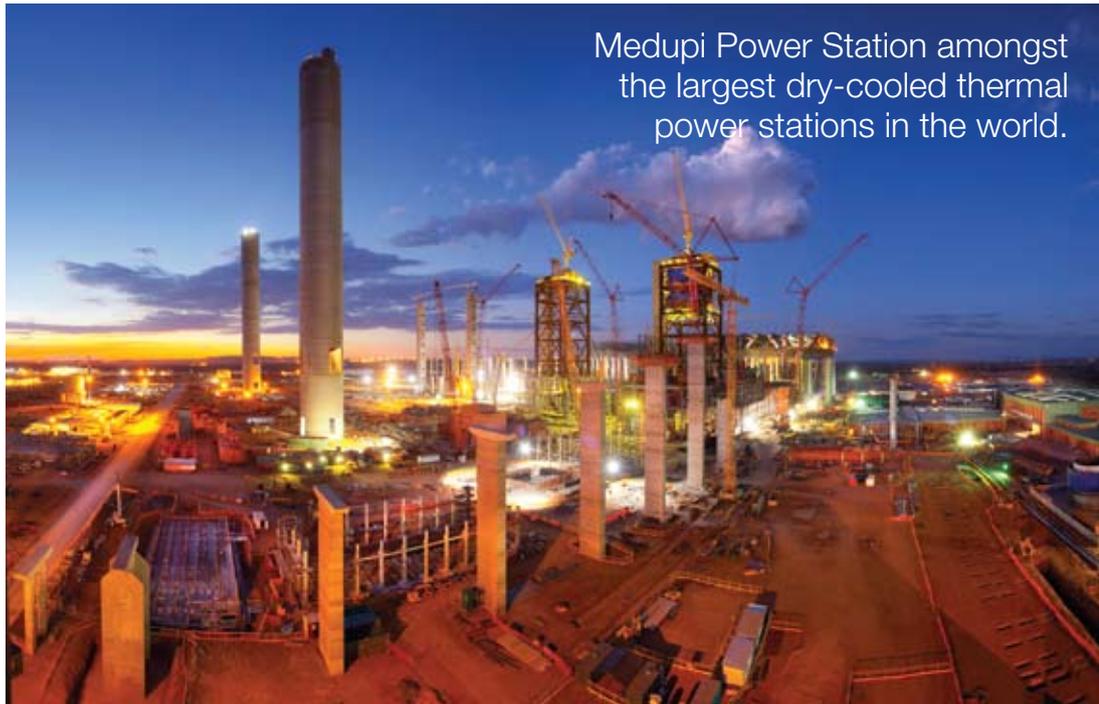
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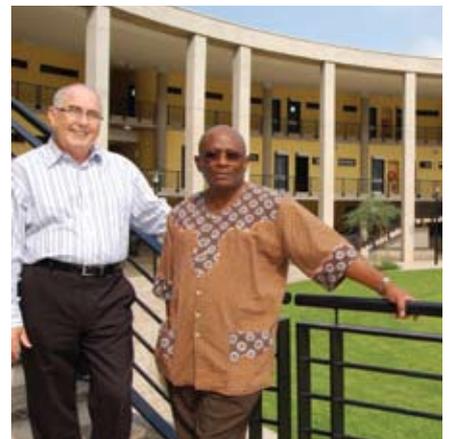
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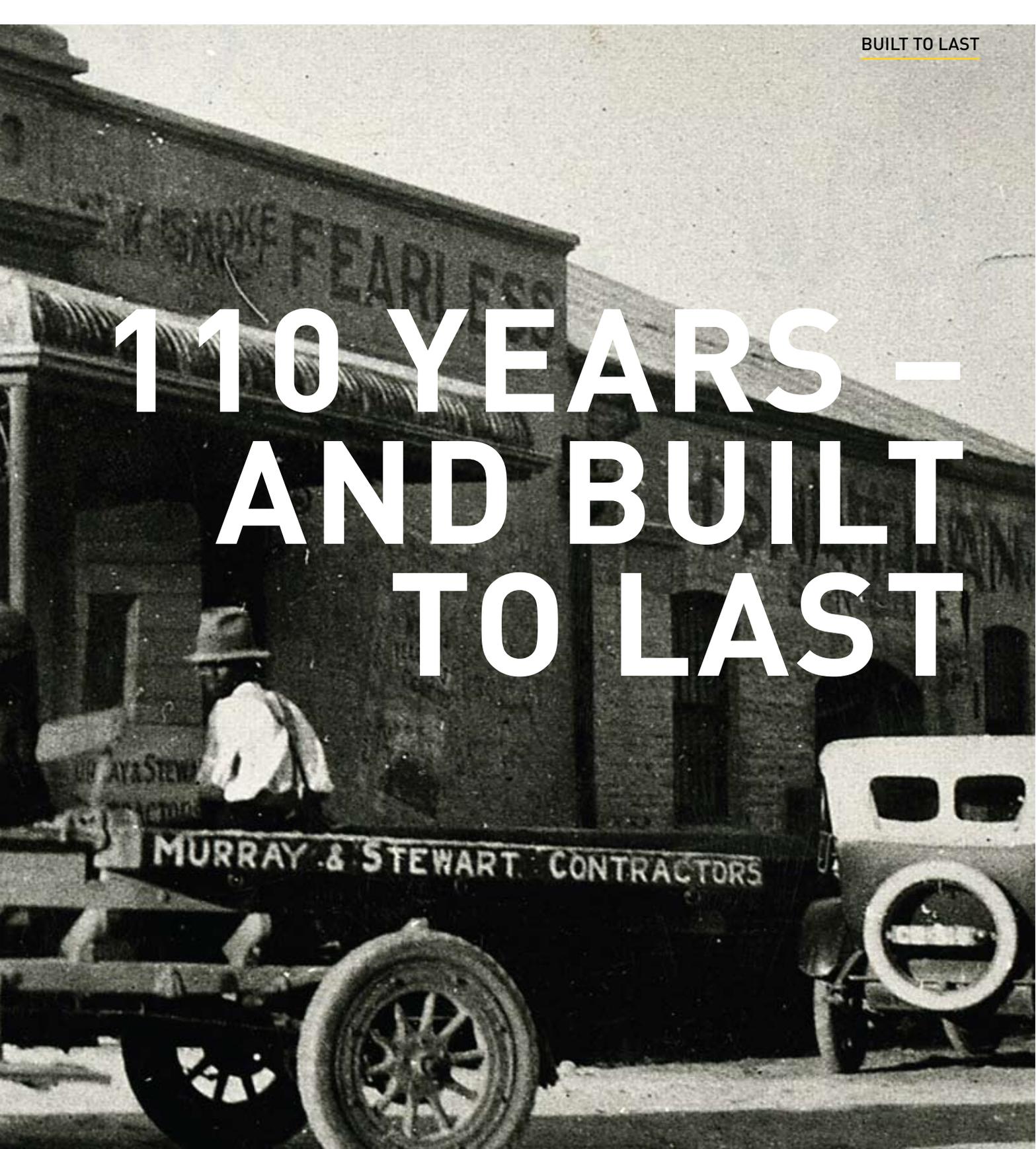
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In this edition of *Robust* we profile the rich and proud heritage of Murray & Roberts and revisit some of the historic projects and people that have shaped it into the leading engineering, contracting and construction services company it is today.

110 YEARS – AND BUILT TO LAST



Murray & Roberts celebrates 110 years this year – and looks back on a history which has seen two humble construction businesses in South Africa transformed over the years into a leading global organisation able to compete with the best in the world.

For 110 years, Murray & Roberts has played a leading role in the socio-

economic development of South Africa and the Southern African region, and has participated in some of the world's leading engineering projects at home and abroad. It has built a legacy of landmark roads, bridges and harbours, commercial, retail and entertainment centres, industrial, manufacturing facilities and public transport infrastructure. >>

Humble beginnings

From humble beginnings in 1902 as an emerging house builder in the Cape Colony, Murray & Roberts expanded steadily throughout Southern Africa, across all industry sectors and into many international markets, pioneering the introduction of new technologies, materials and methodologies into the domestic construction and engineering industry.

For its first 75 years, the company developed under the leadership of its founding families. Douglas Murray inherited Murray & Stewart from his father John in 1928 and co-founded The Roberts Construction Co. in 1934 with his friend and colleague Douglas Roberts. They were later joined by Andrew Roberts, and the three entrepreneurs played a leadership role in the formal development of the South African construction and engineering industry.

Where Douglas Murray followed a strategy that maintained geographic focus in the Cape, he sought growth through diversification into construction materials and services as well as the industrial sector. Douglas and Andrew Roberts, however, retained focus on the construction sector and sought growth through geographic diversification into Africa and elsewhere. This strategy difference was to weigh heavily on the performance of an eventually merged group.

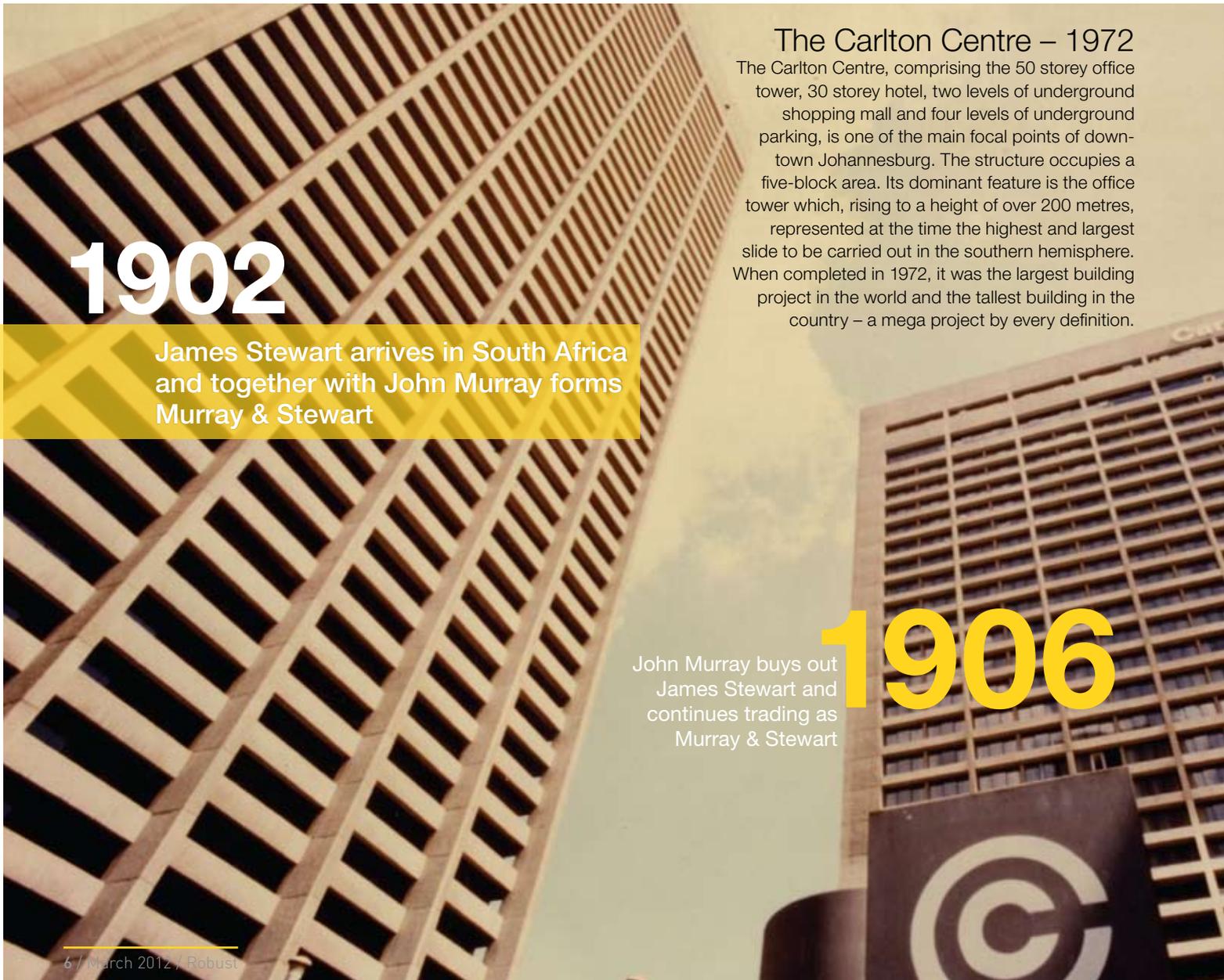
Douglas Murray died in 1964 and was succeeded by long-serving executive Des Baker, who in partnership with Bill Bramwell

at Roberts Construction became the architect of a merged and more industrialised Murray & Roberts over a 13-year period between 1967 and 1979. Douglas Roberts finally retired in 1979 and both brothers died in 1982. Following the premature death of Des Baker earlier that year, Bill Bramwell became executive chairman.

A giant is born

The Roberts Construction Company had converted to a public company in 1948 and was listed on the JSE Limited in 1951. Murray & Roberts was formed in 1967 following its merger with Murray & Stewart, but the two companies continued to operate as separate businesses until all operations were fully consolidated in 1979.

The 15-year period between 1980 and 1994 brought significant change to the shareholding and business make-up of Murray & Roberts. In 1984, The Murray Trusts entered a shareholder and voting pool agreement with Sanlam that controlled more than 50% of the issued shares of Murray & Roberts. By 1989, Sanlam had placed its shares into its industrial investment subsidiary Sankorp, which in turn took singular control of the company through the voting pool agreement, influencing board appointments and strategy. Over the period 1990 to 1994, numerous industrial businesses from elsewhere in the Sankorp stable were sold into Murray & Roberts, paid for through the issue of new shares.



1902

James Stewart arrives in South Africa and together with John Murray forms Murray & Stewart

The Carlton Centre – 1972

The Carlton Centre, comprising the 50 storey office tower, 30 storey hotel, two levels of underground shopping mall and four levels of underground parking, is one of the main focal points of downtown Johannesburg. The structure occupies a five-block area. Its dominant feature is the office tower which, rising to a height of over 200 metres, represented at the time the highest and largest slide to be carried out in the southern hemisphere. When completed in 1972, it was the largest building project in the world and the tallest building in the country – a mega project by every definition.

1906

John Murray buys out James Stewart and continues trading as Murray & Stewart

By 1995 Sanlam had reduced its shareholding below 35%, a new executive leadership was in place and euphoria around South Africa's new democracy including the promise offered by the Reconstruction & Development Programme, combined to drive the share to a high of 2 850 cents. Five contracting activities had reduced to less than 30% of group business with the major contributors being cement, tyres and transport.

During the period between 1996 and 2000, Murray & Roberts delivered a continuous flow of poor performance. By June 2000 almost R1,6 billion of shareholder funds (50%) had been destroyed and R9 billion of market capitalisation (90%) was lost. The 2000 financial year ended with a share price at 300 cents.

Rebuilding Murray & Roberts

Rebuilding Murray & Roberts was a strategy introduced in July 2000 by a new executive leadership team, led by Brian Bruce who >>>

LEGACY PROJECTS

These are some of the major historic projects that have defined Murray & Roberts over more than a century.

Murray House, Cape Town – 1926

The “all concrete” six-storey Murray House, built in 1926, was for some time one of the tallest buildings in Cape Town. It was financed largely by John Murray, and was an advertisement for the firm for many years.

Caledon River Bridge – 1934

This contract was awarded to the newly established Roberts Construction Company in 1934. The contract called for the erection of five 60 ft reinforced concrete spans, 10 ft roadways, on piers up to 50 ft high, and with foundations up to 15 ft below water. The contract price was £6 196. The bridge took 14 months to complete with Douglas Roberts managing the contract from Johannesburg. This project is a reminder of the courage and determination of its founder.

Sanlam Head Office, Cape Town – 1960s

In 1960, a contract to build Sanlam's head office changed Murray & Stewart's core business almost overnight. The 22-storey building was one of South Africa's first true high-rises. Murray & Stewart won the contract for the basement and then the structure. This established the company as a high-rise building firm and it subsequently won numerous similar projects in Cape Town, Port Elizabeth, East London and Windhoek. Later in the 1990s, Murray & Roberts completed a major renovation of the building while the business remained fully operational.

Edura House – 1962

The significance of this CBD office complex is that, apart from being South Africa's largest office building at the time of its construction in 1962, it was one of the earliest structures to have its core slid, using the Prometo system of sliding shutters. The company slid the core of the building to its final height of 68,6 m in 18 days. The main advantage gained was a significant reduction in construction time.

South African Associated Newspapers – 1968

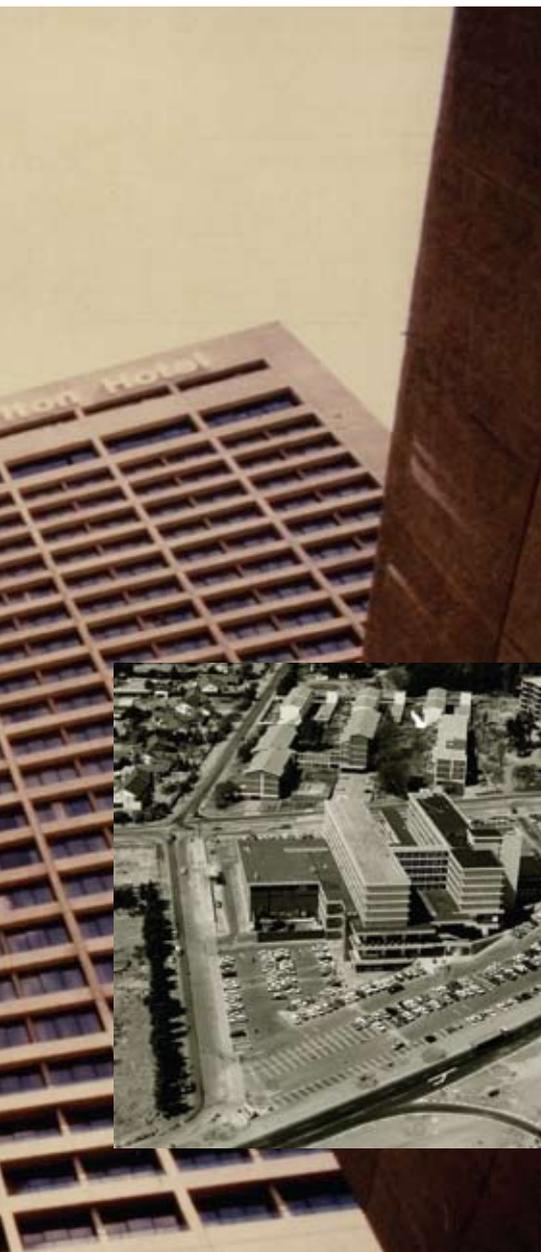
Completed in 1968, the headquarters for South African Associated Newspapers (SAAN) reflected the pioneering of the deep hole contracts by the Group. The excavations, referred to at the time as the *Rand Daily Mail* 'Big Hole', went down to nearly 30 m below street level and required specialised methods of piling and anchoring to stabilise the surrounding streets and buildings. At the time, this was one of the biggest building contracts undertaken by the company and experience gained on the project resulted in improved methods and lower costs on subsequent projects.

Hyde Park Corner – 1969

One of the most impressive projects completed in 1969 was the R4 million Hyde Park Corner shopping centre and offices. The roof wetting ceremony was on 9 May 1969, exactly 18 months after work had begun on the project. As one of first of the major office/shopping mall complexes to be built in Johannesburg, it was an important milestone.

Orange River Bridge – 1975

Murray & Stewart (Eastern Province) completed the 462 m long bridge across the Orange River near Groblershoop for the Saldanha-Sishen line in 1975 and it was on schedule despite considerable time losses due to the 1974 floods. Five months were caught up within the 14-month second phase of the contract and the almost unprecedented effort put in by the site team won them Murray & Stewart's Anchusa award for the best site in the company.



Hyde Park Corner

was appointed group chief executive in 2000. It aimed to transform Murray & Roberts fundamentally over a five-year period to 30 June 2005, and to build a sustainable business model for earnings growth and value creation into the future.

By gaining an understanding of the future potential of the construction economies of developing economies and how each of the businesses in Murray & Roberts could access this potential, the Group was able to strengthen the core elements of its business that offered the greatest future growth prospects and invest in sectors and geographic areas that offered future potential. Non-core assets were sold, including Unitrans, and this released capital for significant strategic acquisitions, the most notable of which were the Cementation Group, Clough and Concor.

By 30 June 2005, the Murray & Roberts share price had rebounded to 1 400 cents as confidence in the construction sector and Murray & Roberts grew, and the Group had established a solid platform for future growth as a global engineering contracting business serving selected natural resource markets in Southern Africa, Middle East, Southeast Asia and North America. It was also the preferred bidder for Gautrain, one of the biggest projects it had ever undertaken.

Over the decade from 2000 to 2010, Murray & Roberts experienced significant growth: the project order book increased exponentially to R42 billion and revenues quadrupled

1934

John Murray co-founded The Roberts Construction Co. with his friend and colleague Douglas Roberts. They were later joined by Andrew Roberts, and the three entrepreneurs played a leadership role in the formal development of the South African construction and engineering industry.

to R32 billion. This period in the Group's history was strongly characterised by the lead up to the 2010 Soccer World Cup and the infrastructure investment programme launched by the South African Government to replace ageing infrastructure and prepare South Africa for the largest international event ever hosted on the African continent. It was also a time of global expansion as demand for mining, energy and transport infrastructure increased. The Rebuilding and Globalising strategies had positioned Murray & Roberts for these opportunities and the Group was awarded the leading role in a range of major projects to upgrade road, rail and power networks. These included Gautrain Rapid Rail

1967

Murray & Stewart merges with Roberts Construction to form Murray & Roberts under the chairmanship of Douglas Roberts

Bloukrans Bridge – 1983

The Bloukrans Bridge was one of three Garden Route bridges constructed by a consortium comprising Murray & Roberts and Concor for R25 million. At the time of construction, the Bloukrans Bridge was the largest concrete arch bridge in Africa and the fourth largest in the world. The 451 m deck was completed in three years and an incredible 26 weeks ahead of the original schedule. The new bridge was opened almost exactly 100 years after the pass was completed. It received both the Fulton Award for Excellence in the use of concrete and the SAICE Eastern Cape Branch Award in 1983.



Caledon River Bridge



Edura House

Link, the Medupi and Kusile power stations and the National Freeway Improvement Projects in South Africa, and the Gorgon Liquid Natural Gas (LNG) Project in Australia.

Recovery and Growth

But, the Group's fortunes changed again as the prolonged economic recession that followed the 2008 global financial crisis impacted the South African economy and Murray & Roberts encountered significant difficulties on some of its major projects, particularly the Gautrain and Gorgon LNG projects.

A new management team, led by Henry Laas, was appointed in 2011 to lead a three-year Recovery and Growth strategy which is currently underway.

What has sustained Murray & Roberts in the past 110 years will, without question, position it for the future: its innovation, its focus on the customer, and the people who make both possible.

Information sourced from the Murray & Roberts archive, with special contributions by Brian Bruce.



Koeberg Nuclear Power Station



Johannesburg Civic Centre

SABC – 1975

The SABC complex at Auckland Park was completed in 1975. The 150 m high tower block has remained a Johannesburg landmark bearing testimony to the effort and expertise that went into the project. Several construction techniques used in previous projects had to be abandoned in favour of new methods, which were developed on site as construction proceeded concurrently with design. The radio studio block of this R63 million project had to be built under laboratory conditions to safeguard the exceptionally high degree of acoustic performance.

Koeberg Nuclear Power Station – 1977

The construction of this nuclear power station for the Energy Supply Commission was completed by a consortium including Murray & Roberts, represented by Murray & Stewart in the Cape, and it required 300 000 m³ of concrete and 40 000 tonnes of steel reinforcing. At its peak the reactor complex has an output of 980 megawatts.

Johannesburg Civic Centre – 1978

The Johannesburg Civic Centre, which stands on Civic Hill, Braamfontein, is one of the most prominent landmarks in the city. In 1974 Roberts Construction moved on site to construct additional administrative buildings in a contract that ran until its completion in March 1978. The project involved extensive below surface work and the massive basement area called for deep excavations, with continual blasting necessary on an extremely rocky site. An exacting aspect of the underground work was the tremendous amount of off-shutter concrete and retaining wall work.

Kranskop Toll Road – 1980s

This was one of the first projects to establish the toll concept as an alternate means of road infrastructure delivery. Since then the Group has been a leading contractor and operator in projects to rehabilitate and toll national roads in South Africa.

Sun City Entertainment Centre – 1981

The R25 million Sun City Entertainment Centre project was completed in less than eight months. Features of the complex included: a 9 915 m² floor area with three restaurants, two cinemas, two theatres and 11 shops, an arena to seat up to 8 500 people and a convention centre capable of hosting 1 000 people. At its peak, the labour force comprised 1 500 workers. Murray & Roberts won the 1981 Steel Construction Award for its role as main contractor on the Entertainment Centre.

Mossgas Jacket: Offshore Oil Platform, Mossel Bay – 1985

The R300 million Mossgas jacket made construction history as South Africa's first fixed production platform to be completed onshore. The project was officially handed over to Mossgas in 1991. This brought to an end a mega project which started with a feasibility study in January 1985. A number of Murray & Roberts companies contributed to the overall project including Genrec, Pentow Marine and Murray & Roberts Cape. It was the biggest steel structure ever built and moved in South Africa. The total weight of the structure was 14 700 tonnes.

Gold Reef City – 1986

Gold Reef City, a replica of the pioneering mining settlement that was Johannesburg at the turn of the 20th century, was completed on schedule. The project called for skills of a bygone age in brickwork, plastering, joinery and decorative cast iron.

SA Reserve Bank – 1987

The 148 m high SA Reserve Bank, constructed by the joint venture of Murray & Roberts Buildings (Tvl) and Stocks & Stocks was completed in 1987. Work began on the R117 million contract in January 1984. At its peak a total complement of 1 200 people worked on site. The building has many outstanding features, including timber panelling and ceilings to executive office floors which are linked by a futuristic spiral staircase.

Hillside and Mozal aluminium smelters – 1990s

The Hillside and Mozal aluminium smelters bear testimony to Murray & Roberts' ability to deliver world class high-tech industrial plants in difficult environments. Hillside in Richards Bay, then the largest single-site aluminium smelter in the world, and Mozal in

MOVERS AND SHAPERS

Robust profiles the key people who have shaped Murray & Roberts into South Africa's leading engineering, contracting and construction services company.



John Murray (1902 – 1929)

John Murray established Murray & Stewart in partnership with James Stewart. The two young Scottish immigrants had come to South Africa in search of opportunities.



Douglas Murray (1924 – 1964)

Douglas Murray inherited Murray & Stewart from his father in 1928 and co-founded The Roberts Construction Company in 1934 with his friend and colleague, Douglas Roberts. They were later joined by Andrew Roberts. Douglas

Murray's strategy was geographically focused on the Cape and sought growth by diversifying into construction materials and services and the industrial sector.



Douglas Roberts (1924 – 1979) and Andrew Roberts (1936 – 1967)

Douglas, also known as JD, and Andrew Roberts focused on the construction sector and diversified into Africa and elsewhere. JD Roberts was well known in the construction industry for his entrepreneurial flair and passion for experimenting with new techniques. Murray & Roberts introduced the JD Roberts Award

in 1980 to recognise scientific research into technology that enhances the quality of life of all South Africans.



Des Baker (Executive Chairman 1964 – 1982)

Des Baker succeeded Douglas Murray in 1964. A long-serving executive of Murray & Roberts, Baker, in partnership with Bill Bramwell, was the architect of a merged and more industrialised Murray & Roberts over the period between 1967 and 1979. Baker was a well respected personality in the construction and industrial world, known for his progressive thinking. The annual

Des Baker Award for students of architecture was introduced in 1983 in recognition of Des Baker.



Dave Brink (CE and Chairman, 1985 – 2000)

Dave Brink joined Murray & Roberts in 1970 as manager of RUC Mining Contracting. He was first appointed an executive director in 1984, followed by his appointment as chief executive in 1985 and chairman in 1994. Brink returned to Murray & Roberts in 1998 as executive chairman and managing director and became a non-executive chairman in 2000 until he retired in

2003. A widely respected South African businessman, he oversaw a period of acquisition and diversification as Murray & Roberts sought growth at a time when South Africa was politically isolated from the world and the construction sector was in decline.

1990s

Murray & Roberts commits to its major markets in South Africa and remains a highly diversified industrial Group

INNOVATION

Innovation has always been one of the most distinguishing characteristics of Murray & Roberts. The company built the world's first concrete mining headgear and the prestressed concrete version that is commonly used today. It replaced structural steel with concrete in the boiler house structures of thermal power stations, significantly improving their efficiency. Murray & Roberts also established the expertise, design and management capability to meet the stringent demands of the nuclear industry for safety, quality and risk management. In the past decade, Murray & Roberts has integrated design, finance and procurement in its implementation of major projects to deliver sustainable economic value to customers.





Brian Bruce (CE, 2000 – 2011)

Brian Bruce was appointed group CE in 2000 until his retirement in 2011. Bruce joined the Group in 1967

and led a range of group operations over the years. His decisive leadership rebuilt Murray & Roberts into the globally competitive contracting and engineering business it is today. Bruce has been an active leader and participant in the development of the regional and international construction and engineering sector. His work has been recognised by numerous awards and he has served as president of the South African Institution of Civil Engineering and chairman of the Construction Industry Development Board.



Henry Laas (CE, 2011 - current)

Henry Laas was appointed CE in 2011. He was previously MD of Murray & Roberts Cementation. His

track record of business development and management positioned him to lead Murray & Roberts into a new era of recovery and growth.

Mozambique, were both installed by Engineering Management Services in partnership with Canadian company SNC-Lavalin, for their client Billiton. Both facilities produced first metal five months ahead of schedule and significantly under budget.

Oman Sugar Refinery – 1990s

This was the first design and construct, lump-sum turnkey process contract secured by Murray & Roberts in the international environment.

Burj al Arab – 1997

The Burj al Arab hotel in Dubai is an iconic landmark in the United Arab Emirates. The project was undertaken in partnership with Al Habtoor for the Ruler of Dubai, Sheikh Mohammed Bin Rashid Al Maktoum, and designed to resemble a sailing dhow. The Group's first foray in the UAE, Burj al Arab was delivered one month ahead of schedule and in time for the new millennium. It presented a range of construction challenges, not least of which was the logistics of erecting a massive, complex steel structure requiring 9 000 tonnes of steel produced and transported from South Africa.

Gautrain Rapid Rail Link – 2006

The Gautrain is a state-of-the-art rapid rail link serving Gauteng's major commercial hubs. The system covers some 80 km of track, linking Pretoria, Johannesburg, Sandton and OR Tambo International Airport. The R25 billion project is one of the largest public private partnerships in the world and has been a major creator of jobs, stimulating the construction and infrastructure sectors during the current recession.

Aquarius Partnership – 1999 – current

Murray & Roberts Cementation is the exclusive contract mine operator for Aquarius Platinum SA (AQPSA) and produces some 800 000 tonnes per month of ore. Contract mining is undertaken at AQPSA's Kroondal, Marikana and Everest Mines and the contract is worth R2,7 billion annually.

Eskom Power Programme – 2007 – current

Murray & Roberts has played a pivotal role in the development of South Africa's power station infrastructure, first with Eskom's thermal power station projects in 1970s and 1980s and now with its major involvement in the construction of the Medupi and Kusile power stations. Medupi and Kusile are amongst the largest dry-cooled thermal power stations in the world. A number of Murray & Roberts companies are involved in different elements of the projects, including the civil works at Medupi and structural steel fabrication, erection and mechanical installation works for both power stations.

Gorgon Liquid Natural Gas Project, Australia – 2010 – Current

Murray & Roberts, through its strategic shareholding in Clough is participating in the Engineering Procurement Construction Management and Gorgon Pioneer Material Offloading Facility contracts for the Gorgon LNG Project, Australia's biggest single resource project and one of the world's largest natural gas projects. The Greater Gorgon gas fields, some 130 km off the Pilbara coast of Western Australia, are the largest natural gas resource yet discovered in the region.

Cape Town Stadium – 2009

The Cape Town Stadium, was handed over to the City of Cape Town ahead of schedule and in time for the 2010 Soccer World Cup. The 68 000 seat stadium was one of five new stadiums built for the event. It is 55 m high with a fabric façade and a steel cable tensioned glazed roof.

2011

A three year Recovery & Growth strategy is launched and Murray & Roberts commits to the delivery of infrastructure to enable economic and social development in a sustainable way

STRONGER TOGETHER

Enduring partnerships have been an important feature of Murray & Roberts' greatest achievements. *Robust* pays tribute to the Group's most valued partners: its clients and its people.

LONG-TERM RELATIONSHIPS WITH GLOBAL MINING GIANTS

Internationally recognised as the world's leading mining contracting company, Murray & Roberts Cementation has forged strong relationships with all major players in today's African mining arena, across a spectrum of commodities.

Anglo American is a long-standing key client and Murray & Roberts Cementation has an impressive track record with Anglo's major divisions, primarily in the platinum sector, through prestige projects involving deepening existing operations or establishing greenfields operations. On the platinum projects, Murray & Roberts Cementation has drawn from its abundant service offering, from shaft sinking and mine infrastructural development, to specialised mining activities. The company has also completed several greenfields Anglo Coal projects, establishing mine access to the coal horizon through decline operations, with vertical ventilation shafts, using state-of-the-art raise boring equipment.

Murray & Roberts Cementation's contract mining relationship with Aquarius Platinum has been ongoing for more than a decade, with the company today regarded as the preferred outsource contractor for all

Partnerships have contributed to Murray & Roberts' ability to access new markets, strengthen its technology capability and ultimately deliver world class projects

A mutually beneficial partnership with local contractor Al Habtoor enabled Murray & Roberts to generate significant international growth and deliver world class projects, including Burj al Arab Hotel, in the UAE.



South Deep Gold Mine – Witwatersrand Basin.

MURRAY & ROBERTS VALUES

Care / Accountability / Commitment / Integrity / Respect

Aquarius mining operations. Impala Platinum, Lonmin and Northam Platinum also fall into the key client category, following several successful shaft development projects — notably a prestigious R1,3 billion contract to develop the main underground infrastructure for Northam's greenfields Booyendal Platinum Mine on the Bushveld Complex's eastern limb.

A string of successful projects has resulted in Murray & Roberts Cementation becoming regarded as a favoured supplier in the area of re-establishing the mining block on the other side of stone deposits. Much repeat business has flowed from this realm of expertise.

In the manganese sector, BHP Billiton is a relatively new and highly valued key client with Murray & Roberts Cementation installing ventilation infrastructure and establishing new ore bodies, among other activities.

The Vale ARM Joint Venture has become another major client since Murray & Roberts Cementation was selected in 2011 to establish the JV's prestigious Konkola North copper mine in Zambia. Allan Widlake, business development director for Murray & Roberts Cementation, says after a recent project tour by the Vale team, the Brazilians were so impressed by the high standard of the work being conducted and the adherence to project schedules, that Murray & Roberts Cementation is now promoted internally to other Vale divisions. Also in the copper sector, the company has been awarded the shaft sinking and equipping of a new 1 200 m production shaft for Glencore's Mopani Copper Mines in Kitwe, Zambia.

Sasol Mining is a key client in the coal sector, and offers much repeat business to Murray & Roberts Cementation. The team is now on site at Sasol Mining's greenfields Impumelelo Mine Project, which is vital to the long-term security of Sasol's Secunda petrochemical operations.

Murray & Roberts Cementation has a valuable long-term relationship with Gold Fields and is currently deepening a ventilation shaft at the South Deep gold mine and undertaking all underground infrastructural development of the gold horizon.



Together with its partner SNC-Lavalin and client BHP Billiton, Murray & Roberts established new international benchmarks for aluminium smelters with the completion of Mozal I and II.

OUR PEOPLE, OUR STRENGTH

As a leading organisation, Murray & Roberts recognises that it will only attain its purpose if it attracts, develops, retains and motivates talented people. To achieve this, Murray & Roberts has developed a framework of five values that guide its intent and actions.

"If we cannot link an action or behaviour to one of our values, we should ask ourselves why we are doing it. These values align and unite all our people across our diverse operating platforms. Murray & Roberts people care about the Group and the broader environment. They can be held accountable for their actions and are committed to their work.

Murray & Roberts people have integrity in everything they do, and respect others at all times," says group CE Henry Laas.

Murray & Roberts has also implemented The Leadership Pipeline, a performance management and development philosophy which facilitates dialogue between managers and team members. The Leadership Pipeline ensures that different layers in the organisation are accountable for different results alongside performance dimensions.

"When people are in the right jobs, spending time on the right things, and getting feedback and recognition for their work, they add more value to the organisation, whilst building meaningful careers for themselves," says Zelia Soares, Leadership Development Executive. Bi-annual performance reviews and continuous coaching guide performance and succession planning.

Each year Murray & Roberts invests significantly in formal training and development in both leadership and technical skills. "We aspire to create a culture where everyone is encouraged to identify their development gaps in order to improve their performance in line with future business requirements. We also encourage our people to continuously apply their knowledge and learning to improve and innovate," says Soares.

Murray & Roberts relies on its people to deliver the required results; in turn it offers its people challenging work and personal development. "We want each person to say 'I chose the right company'", concludes Soares.

“ Our strength lies in our people.” ”

Henry Laas, group CE.

A MEETING OF MINDS



Spencer Hodgson, Director of the Wits Capital Projects Programme with Professor Loyiso Nongxa, Vice Chancellor and Principal of the University of the Witwatersrand at the brand new Undergraduate Science Centre.

Murray & Roberts and the University of Witwatersrand (Wits) share a valuable long-standing association based on support of mathematics, science and technology education in South Africa.

Over the years, Murray & Roberts has supported a chair of mechanical engineering at Wits and endowed the JD Roberts – Harald Pager Rock Art Collection to the university. But its most significant involvement yet has been with the university’s capital expansion programme to promote academic growth and excellence.

In 2008, Wits embarked on the R1,5 billion programme in response to growing pressure on its existing infrastructure as a result of unprecedented growth in enrolment after democracy opened the doors of tertiary education to all South Africans. A dire shortage of classrooms, laboratories, offices and residence accommodation was compounded by ageing and outdated infrastructure: Wits was bursting at the seams and had little choice but to expand.

The university’s concern about its capacity to fund and deliver a significant portfolio of capital projects during a period of funding constraints was allayed when Murray & Roberts seconded Spencer Hodgson, a seasoned construction industry practitioner, to assist with the management of the programme.

LANDMARK PROJECTS INCLUDE:

- A R130 million extension and upgrade of the Chamber of Mines Engineering Building on west campus, accommodating the Dean of Engineering and two Schools.
- A R96 million state-of-the-art Professional Development Hub on the corner of Jan Smuts Avenue and Empire Road to accommodate a short course centre for 1 000 students. The project was completed in 2010.



- A R179 million Undergraduate Science Centre to accommodate 3 400 students from 2012. The project involved the conversion of the unused Charles Skeen stadium on the west campus into five large lecture theatres, a new three-storey chemistry, physics and biology laboratory building with 1 100 bench spaces and external public spaces.
- The Wits Art Museum, a R40 million contemporary art gallery on the corner of Jan Smuts Avenue and Jorrisen Street. Generously funded by South African donors, the gallery houses the extensive Wits collection of historic and contemporary South African art and the largest African art collection in the southern hemisphere. It is a valuable contribution to the redevelopment of Braamfontein and is due to open to the public in 2012.
- The R490 million Wits Junction Residence Complex. The modern complex can accommodate 1 200 students in well-equipped bachelor and two, three and four bedroom units, increasing the university's residence capacity by a much-needed 25%. Occupation of phase 1 of the project was in 2011.
- The Wits capital expansion programme, which is expected to continue until 2014, has attracted interest from several quarters and Wits was recently approached to assist the Department of Higher Education and Training with several other major tertiary education projects.

IN PROFILE

Once a political exile, **Spencer Hodgson** returned to South Africa to participate in his country's reconstruction – and his current role at Wits University is part of that journey.

Following an extensive career as an architect in London, a project manager of ANC construction in exile, a director in the South African Department of Public Works and the first CEO of the Construction Industry Development Board (CIDB), Hodgson was seconded by Murray & Roberts to assist Wits with its major capital expansion programme in 2008.

With his vast experience in construction, Hodgson has brought stability and innovation to the capex programme. "An important part of mobilising these projects has been to ensure that we adopt the best practices I was part of developing at the CIDB. We introduced the New Engineering Contract to the Wits projects which put us on a learning curve with our consultants and contractors. But, it is paying off. We have been able to activate projects quickly, as well as involve contractors in design and value engineering and complete projects within budget."

Hodgson has received awards from the CSIR and the SA Institution of Civil Engineers in recognition of his role in the development of the South African construction industry and in 2009 he was profiled in the book, *Building Visionaries, the Unsung Heroes* published in the UK by the Chartered Institute of Building.

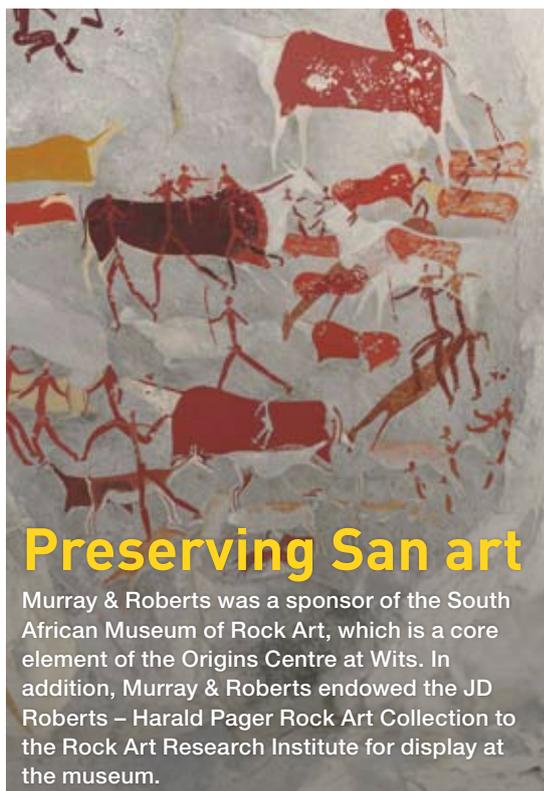
FACT SHEET:

Wits embarks on R1,5 billion capex programme as student numbers expand to 30 000

Murray & Roberts provides expertise to support the programme

Capex projects strengthen the engineering, architecture, science and teacher training faculties

Murray & Roberts and other construction companies jointly funded new computer centres for the mechanical engineering and architecture faculties



Preserving San art

Murray & Roberts was a sponsor of the South African Museum of Rock Art, which is a core element of the Origins Centre at Wits. In addition, Murray & Roberts endowed the JD Roberts – Harald Pager Rock Art Collection to the Rock Art Research Institute for display at the museum.

WINNING AGAINST THE ODDS

Murray & Roberts presents a number of awards annually to recognise and reward initiatives that contribute to the enhancement of society. These are the winners of the 2011 awards.



Ilse Laing and Protea gymnasts, Kyla Phillips and Ashleigh Heldsinger of the Johannesburg Gymnastics Club receive the 2011 Jack Cheetham award from Murray & Roberts chairman, Roy Andersen and Paralympic champion, Hilton Langenhoven.

Jack Cheetham Memorial Award and Letsema Award

The Johannesburg Gymnastics Centre won the 2011 Murray & Roberts Jack Cheetham Memorial Award and the Cape Town-based Chaeli Sports & Recreation Club won the Letsema Award.

Commenting of the winners, Murray & Roberts CE Henry Laas said: "The recipients of both prizes are using sport as a vehicle to transform the lives of many young people in their communities. As has been the case with the previous winners of these two awards, we believe that with additional resources they will have an even greater positive impact in future."

The winners of the awards each receive prize money of R500 000, payable over five

years. A runner up of each award receives R150 000 over three years and two second runners up receive R75 000 each over three years. These awards are funded by the Letsema Sizwe Broad-Based Community Trust, part of the broad-based BEE shareholder structure established by Murray & Roberts in 2005.

Johannesburg Gymnastics Centre

The Johannesburg Gymnastics Centre (JGC) is a Women's Artistic Gymnastics Club that teaches gymnasts from Beginner to Olympic level. An affiliate of the South African Gymnastics Federation (SAGF), the centre has approximately 100 members,

50% of whom are from previously disadvantaged backgrounds.

The centre has developed an exceptional track record, outperforming other clubs in novice competitions this year and representing the majority of gymnasts in the team that attended the 2011 World Championships in Japan. Six of the centre's gymnasts were ranked in the top three in the South African 2011 Junior and Senior Olympic trials and 30 have been selected for a prestigious squad that is preparing for the 2016 and 2020 Olympics. Testimony to this excellence is the fact that many gymnasts in South Africa's national team train under the watchful eyes of the JGC's coaches: former

The Des Baker Award

Students from the University of Johannesburg's (UJ) Department of Architecture won the 2011 Murray & Roberts Des Baker Award for Architectural Design.

The project brief was Cradle to Grade 6: Designing a School in a Rural Areas. The winning team comprising BTech Architectural Technology students, Jessica Grobbelaar, Ruben Kruger and Anton Bouwer described their submission as follows: "Essentially, whilst we proposed an intervention that was intrinsic to the existing site and community, it was paralleled with a commentary that questioned the appropriateness and validity of a Grade 6 exit level OBE curriculum. This scheme identified an (in)visible reality, acknowledging an informal network as foundation for a sustainable learning environment."

The award was initiated in 1983 in recognition of the late Des Baker, a former chairman of Murray & Roberts.



Members of the winning team from UJ were BTech Architectural Technology students Jessica Grobbelaar, Ruben Kruger and Anton Bouwer.



The JD Roberts Award

The vast contribution by Geoff Abbott to the planning, design and management of health facilities in South Africa won him the 2011 JD Roberts Award.

A research architect at the Council for Scientific and Industrial Research (CSIR), Abbott plays a crucial role in a national project to provide new long-term accommodation for tuberculosis patients at nine hospitals. This will benefit more than 400 patients who suffer from multi-drug resistant TB.

The JD Roberts Award is held in partnership with the CSIR and was instituted by Murray & Roberts in remembrance of one of the Group's founders, Dr JD Roberts. The award recognises and promotes competitive and environmentally sustainable solutions to human dilemmas, and encourages scientific research into technology that enhances the quality of life of all South Africans.



Geoff Abbott (centre) with Roy Andersen, Sibusisu Sibisi, Ann Jones and Henry Laas.

Protea gymnast and club owner, Ilse Laing (who is one of only three FIG Brevet coaches in South Africa), SAGF Vice President Shirley Watson and Glen Hlongwane.

With limited funding, the centre uses sport to transform the lives of children in need. It has a volunteer based feeding scheme for children who do not receive adequate nutrition at home and offers life skills and emotional support to those who face significant social challenges. Children with special needs are welcomed at the facility under the guidance of the club's occupational therapist, while a capacity building programme is currently training three coaches from previously disadvantaged backgrounds, all of whom have been earmarked to represent South Africa as coaches in major international events.

Chaeli Sports & Recreation Club

The Chaeli Campaign was founded in 2004 by teenager, Chaeli Mycroft, along with her sister and family friends as a means of raising funds for a motorised wheelchair for Chaeli who has cerebral palsy. After raising R20 000 in just seven weeks, Chaeli and her team realised that this presented a valuable opportunity to help other South African children with disabilities.

Seven years later, the Chaeli Campaign

has grown into a highly effective non-profit organisation that offers nine programmes in support of children with disabilities and reaches approximately 3 000 direct beneficiaries. The original founders have been entrenched as the founding committee and are supported by a team of adult managers led by Chaeli's mother, Zelda Mycroft.

The Chaeli Sports & Recreation Club, one of the campaign's programmes, promotes the inclusion of people with disabilities in sport and recreational activities. The club's main activities are ballroom and Latin American wheelchair dancing and dancing for the intellectually impaired, and the club has been a pioneer of dance sport for the disabled, introducing the first dedicated dance school for the disabled nationally under the FEDANSA banner. Disabled and able-bodied club members are also active participants in a

range of other sporting codes including athletics, hand cycling, ten pin bowling, karate and boccia.

The Chaeli Campaign operates in an inclusive environment in which people with disabilities have the opportunity to learn, grow skills and excel, while engaging with broader society, to the benefit of all.

The Jack Cheetham Memorial Award was initiated by Murray & Roberts 30 years ago in recognition of the special qualities of Jack Cheetham, a former director of the company and the inspirational captain of the South African cricket team in the 1950s. The award targets sports development projects, focusing on individuals or teams that have the potential to be champions. The Murray & Roberts Letsema Award was initiated in 2009 and recognises sports development projects for people with disabilities.



Zelda (far left) and Chaeli Mycroft (second from right) and their team with Roy Andersen and Hilton Langenhoven after receiving the 2011 Letsema Award.

Country treat

TOTAL VALUE:
R12 000

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The Mount Grace Country House & Spa, located only an hour's drive from Johannesburg, offers everything you might need for optimum relaxation. Spend time at the award-winning spa, where you'll be pampered with skin and body treatments in tranquil surroundings. After your rejuvenation session, indulge in fine cuisine and top wines at the elegant Rambling Vine restaurant. In the morning, enjoy a leisurely breakfast at Twist Restaurant and spend the day by the magnificent garden pool.

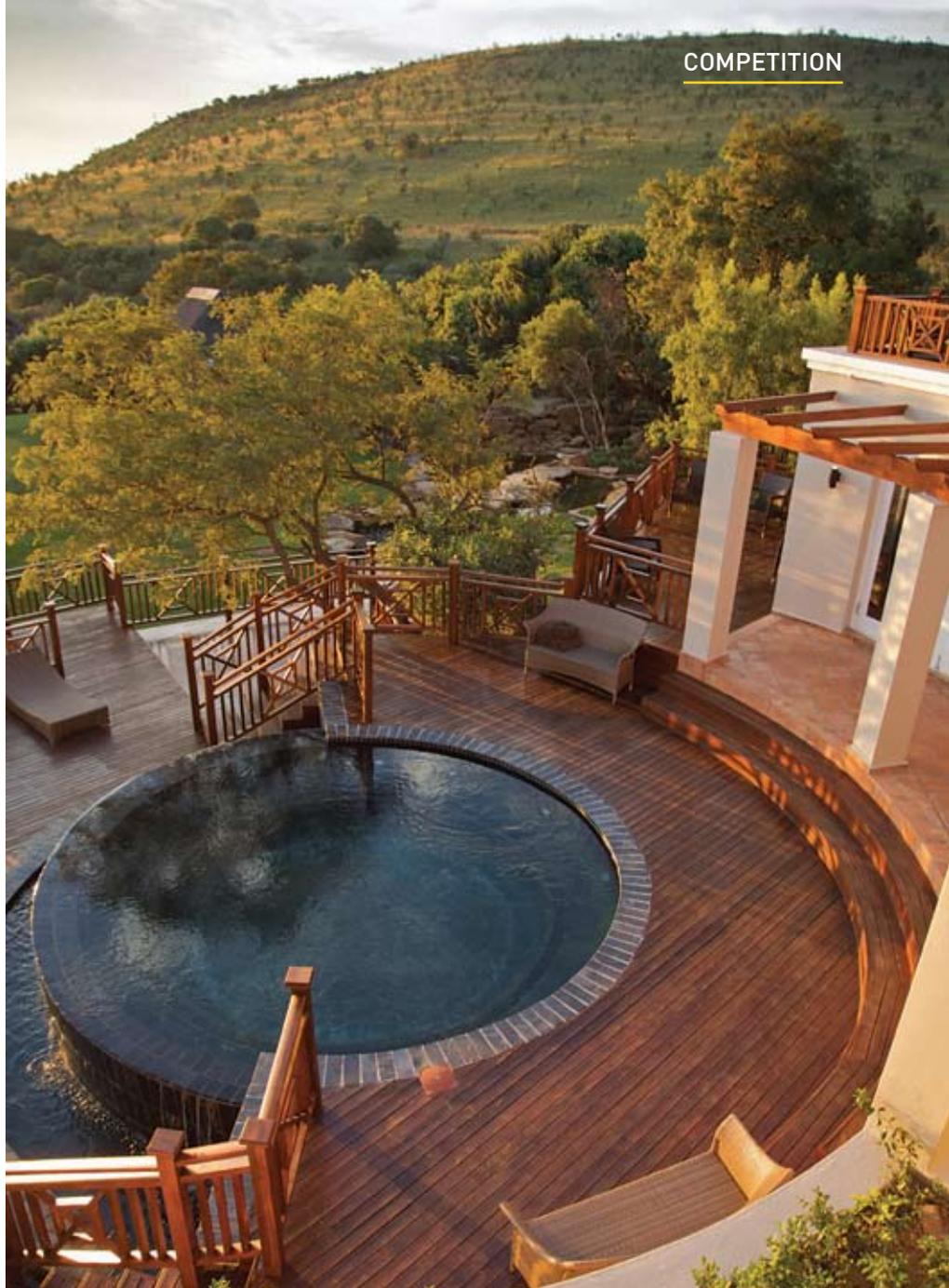
Visit www.mountgrace.co.za to learn about the resort's seasonal promotions.

Prize courtesy of Mount Grace Country House & Spa.





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PRIZE:

- 1 x casual dinner at Twist Restaurant for 2 x adults
- 1 x 3-course gourmet dinner at the Rambling Vine Restaurant for 2 x adults
- 2 x nights accommodation for 2 x adults sharing in a Mount Grace Luxury Room
- A treatment of choice at the Mount Grace Spa for 2 x adults to the value of R1 500

ENTRY FORM: ROBUST/MOUNT GRACE COUNTRY HOUSE & SPA MARCH 2012 COMPETITION

Answer the easy question, complete the entry form and send to Murray & Roberts Competition, PO Box 1151, JHB 2000 – to reach us before 20 April 2012. You can also fax to (011) 646-6040 or e-mail competitions@profpart.com (remember to put Murray & Roberts Competition in the subject line).

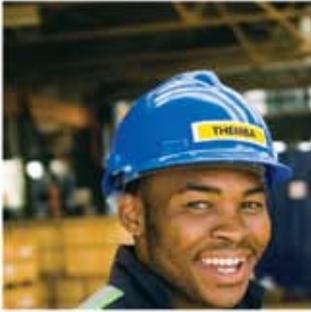
Name: _____

Phone number: _____

Question: What anniversary is Murray & Roberts celebrating in 2012? _____

* Strictly one entry per person

The prize is subject to availability and expires on 10 December 2012. Terms and conditions apply.



Leadership

The continuing success of Murray & Roberts is shaped and influenced by the knowledge, skills and personal attributes of our leaders in every sphere of our operations.

To ensure we are all well equipped and prepared to meet our current and future leadership needs, Murray & Roberts has developed an integrated leadership development model. This model, underpinned by The Leadership Pipeline philosophy, provides a strong foundation for developing our current and future generations of leaders.

The better the quality of our leadership, the greater our ability to benefit from current and future opportunities to improve and grow our business.

We build to last.

110 years: 1902 to 2012



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