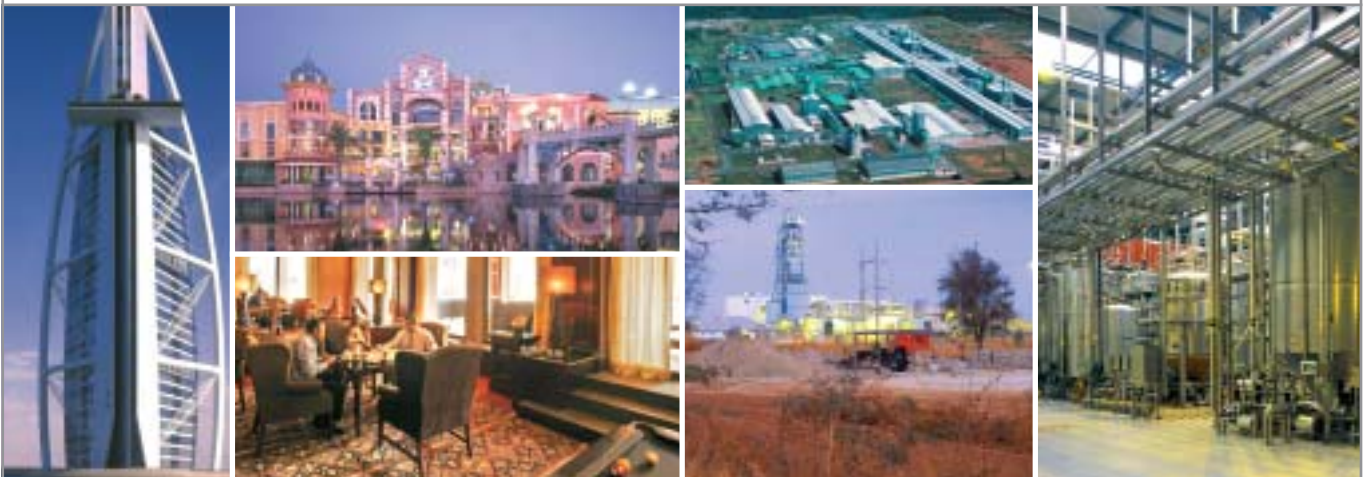


Capabilities

More than 75% of Murray & Roberts activity is directed into the construction economies of the less developed world, primarily those of South and sub-Saharan Africa, the Middle East and Southeast Asia. Industrial manufacturing activities represent less than 25% of activity, but form an important anchor into the South African economy, leveraging the Group's domestic competitiveness into selected global markets.

Construction Economy



The construction economy is a well defined element of the general economy and is identified as a component of gross fixed capital formation (GFCF) within gross domestic product (GDP).

An established benchmark for developing countries is that GFCF should be between 20% and 30% of GDP and that construction spend should represent no less than one third of GFCF.

The construction economy is defined as all expenditure associated with fixed investment into physical infrastructure, production and commercial facilities and accommodation as performed by general and specialist contractors, engineers, materials suppliers and service providers. It generally excludes generic machinery and equipment.

Construction & Engineering

Murray & Roberts presents a unique combination of multiple disciplinary capabilities in engineering, design and various contracting skills and has a proven track record in mega-project implementation. The Group is positioned as a primary contractor in the delivery of mining, infrastructure, building and industrial assets into the market.

The Group's primary market focus is on the extraction, beneficiation and industrialisation of natural resources.

Murray & Roberts is innovative and adaptable to complex environments which positions it as a leading contractor in the southern hemisphere.

Market Sectors:

- Mining & Industrial
- Building & Infrastructure
- Energy, Power & Environmental



Capabilities:

- Construction
- Engineering
- Mining



Industrial Manufacture



Construction Materials & Services

Murray & Roberts supplies the construction markets of southern Africa with quality service, materials and products through technical capabilities in concrete, asphalt and steel.

This is underpinned by operational presence throughout the SADC region, appropriate technology, uncompromising quality and service excellence.

Murray & Roberts converts about one million tons of primary steel, a quarter of a million tons of concrete and a million tons of asphalt annually into construction products.

Toll road management and lifting services form the basis of a small sector of the Group's service offering.

The strategic commitment "We are South African" has focused the Group's profile in industrial manufacturing, which represents approximately 25% of total business activity and operates exclusively from South Africa serving selected domestic and global markets.

Fabrication & Manufacture

Murray & Roberts has limited its involvement in this sector to selected areas of the market that support the supply of world class specialist engineered products.

The Group has selected platforms from which it leverages the competitiveness of South African manufacturing capability.

Investment in manufacturing capacity leverages the Group's skills in engineering, contracting and industrial design.

This sector of the business is not core to Murray & Roberts in the longer term.

Capabilities:

- Steel
- Infrastructure
- Services



Capabilities:

- Automotive
- Transport
- Services

