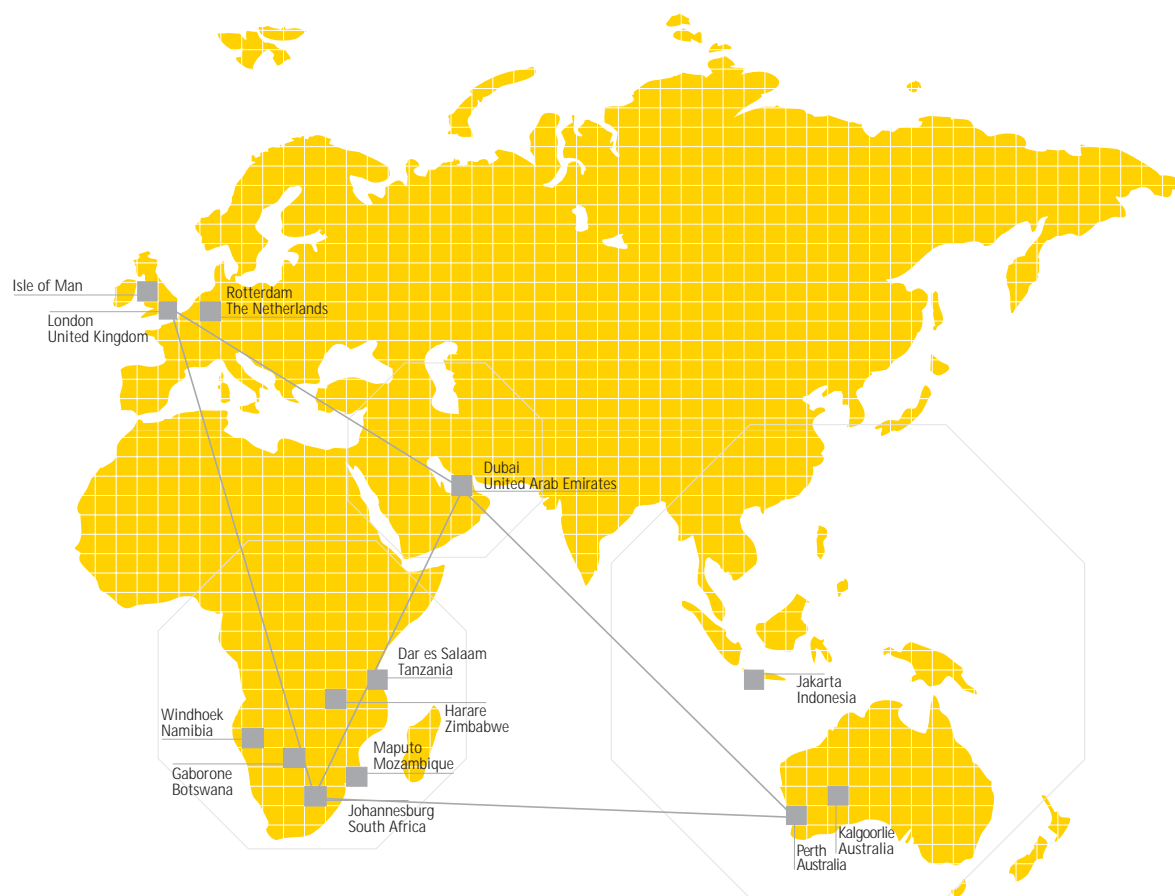


Globalising Murray & Roberts



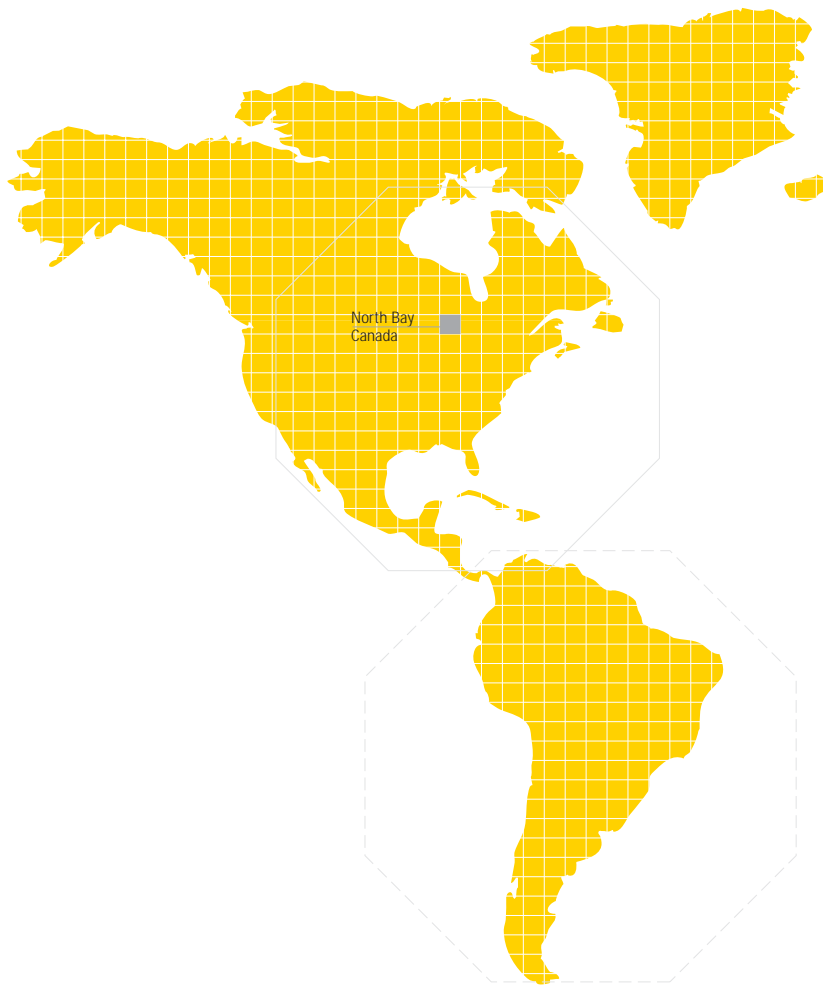
Globalising Murray & Roberts is a growth strategy for sustainable earnings growth and value creation, focused on three regional markets.

- > Johannesburg is the Group's head office and primary base for operations in South Africa. Through its representative office in Gaborone, Murray & Roberts International (and its subsidiaries) operates throughout sub-Saharan Africa.
- > Dubai is the centre of the Group's Middle East operations and the platform for access to the markets of south Asia.
- > Perth will become the point of access for the markets of Australia and Southeast Asia.

A representative corporate office has been established in London to service our northern hemisphere operations and international investments and to oversee the Group's international treasury. This increases our risk management capacity and offers better access to the resources necessary for international growth.

A further representative corporate office will be established in Dubai to engage the potential of the greater Middle East and south Asia region, with a particular focus on the oil & gas and mining & minerals markets.

Murray & Roberts has contracted internationally since the 1960s and currently records about 40% of its revenues from international markets. The primary focus of the Group is to serve the construction economies of the less developed world, with a secondary involvement leveraging South African competitiveness into global markets. New areas of opportunity are



Africa

Angola	Mauritius
Benin	Mozambique
Botswana	Namibia
DRC	Nigeria
Egypt	South Africa
Equatorial Guinea	Swaziland
Ghana	Tanzania
Kenya	Uganda
Lesotho	Zambia
Malawi	Zimbabwe

Middle East

Bahrain	United Arab Emirates
Qatar	
Saudi Arabia	

Europe and the Americas

Belize	Switzerland
Bermuda	The Netherlands
Canada	United Kingdom
Guyana	
Isle of Man	
Jamaica	
Russia	

Australasia

Australia	Papua New Guinea
Hong Kong	Philippines
Indonesia	Singapore
Malaysia	

■ Representative offices

being sought in the oil & gas sector, with extensions of existing capability in mining & industrial and construction materials.

Much of the Group's current international business is in the export of South African manufactured products and project activity in SADC and the Middle East. The recent acquisitions of Cementation Mining and a strategic interest in Clough will open up significant new opportunities in growing global markets.

With Cementation Mining, Murray & Roberts is positioned as one of the world's leading underground mining services companies with a strong presence in the key markets of Africa, Australasia and North America.

The relationship with Clough will provide the Group with an operational presence in Southeast Asia and access into the engineering and contracting oil & gas sectors.

As it gears up for Globalising Murray & Roberts, the Group has been developing a powerful international executive resource and has established an International Advisory Board to guide the expansion of its international activities.