





## COMMENTARY CONTINUED

The effective tax rate of 34.7% is higher than the South African statutory tax rate of 29% due to the effect of secondary tax on companies paid, together with the final losses incurred in Angola, for which no deferred tax asset has been raised.

The final dividend of 42 cents per share (2006: 36 cents) brings the total dividend for the year to 72 cents per share (2006: 56 cents), an increase for the year of 28.6%. The dividend is in line with the group's philosophy of four times covered based on earnings per share.

### BUSINESS REFOCUSING

As noted in the interim announcement on 15 February 2007 and subsequent SENS announcements, the group continued its business refocusing, which was started in F2006. This is aimed at continuing Group Five's stated strategy of building a balanced portfolio across focused geographies.

During the current year, the following were concluded:

- Final approvals for the sale of Vaal Sanitaryware and DPI Plastics
- Final approvals for the acquisition of Quarry Cats, a sand and stone supply, contract crushing and readymix supply business, with effect from 1 February 2007. This was fully funded through an issue of shares
- The issue of R850 million bonds out of a R1 billion domestic medium-term funding note programme on the Bond Exchange of South Africa at the end of February 2007 to fund potential future acquisitions, eliminate expensive short term debt, manage working capital and consolidate long term finance leases
- Final approvals for the acquisition of Sky Sands, a business involved in the supply to building materials merchants, the building industry and the pre-cast concrete products industry, with effect from July 2007

This business complements Quarry Cats and further expands the group's presence in the infrastructure sector.

The group will continue to review its current businesses, as well as further opportunities to:

- Align itself to and diversify itself along the infrastructure value chain
- Enhance profit margins and cash generation
- Take interests in strategic investments

### OPERATIONAL REVIEW

As outlined above, the group continued to modify its structure in F2007. The current structure is as follows:

INVESTMENTS AND CONCESSIONS		MANUFACTURING AND CONSTRUCTION MATERIALS			CONSTRUCTION
INFRASTRUCTURE CONCESSIONS	PROPERTY DEVELOPMENTS	MANUFACTURING AND CONSTRUCTION MATERIALS			CONSTRUCTION
INFRASTRUCTURE CONCESSIONS	PROPERTY DEVELOPMENTS	EVERITE BUILDING PRODUCTS	QUARRY CATS	GROUP FIVE PIPE	BUILDING AND HOUSING CIVIL ENGINEERING ENGINEERING PROJECTS

### INVESTMENTS AND CONCESSIONS

Investments and Concessions consists of Infrastructure Concessions and Property Developments. Infrastructure Concessions includes toll road concession contract developments. Property Developments creates quality Group Five branded property assets generating operating investment returns. Investments and Concessions contributed 6.9% (2006: 5.4%) to group revenue.

#### Infrastructure Concessions

The business currently consists of toll road operations and maintenance services, including toll system design, procurement, implementation and operation and routine road maintenance services, together with equity interests in selected toll road service concessions.

The presentation of the results of this business was amended in the current and prior year to more accurately reflect the operating results of the business. Direct costs incurred in pursuing large-scale contracts, which do not relate specifically to this business, have been reallocated throughout the group.

Revenue, which consists primarily of fees for the operation and maintenance of toll roads, increased in line with budget by 19.4% from R189,2 million to R226 million, primarily due to the unfolding of the operations in Hungary and Poland.

Due to the increasing contribution from Eastern Europe, the operating profit margin increased to 7.9% (2006: 6.6%), with operating profit improving by 44.6% to R17,9 million (2006: R12,4 million). In addition, outside of operating profit, the business recorded R14,2 million (2006: R1,4 million) fair value increases relating to investments in its Eastern Europe concession businesses.

#### Property Developments

Since its inception three years ago, Property Developments has focused on property development opportunities in South Africa in the commercial, industrial, retail and residential markets, together with taking an interest in specific investment properties.

Its revenues consisted primarily of development fees, rentals on investment properties and profits made through the conclusion of property development sales. In addition, its profitability was enhanced by fair value increases on its investment properties, although these increases are reflected outside of operating profits.

In the year under review, Property Developments' revenue doubled in line with its capacity and expectations to R307,8 million (2006: R126,9 million). Operating profit was in line with the prior year at R25,1 million, although operating profit margin percentage decreased to a more realistic 8.2% (2006: 19.8%). This was in line with expectations, as F2006 was positively affected by the profits from a once-off large-scale redevelopment of one of the previous Everite factories. In addition, outside of operating profit, the business recorded fair value increases of R9,4 million (2006: R26,5 million) relating to its investment properties. The group is currently evaluating a repositioning of its property development portfolio.

### MANUFACTURING AND CONSTRUCTION MATERIALS

Manufacturing and Construction Materials contributed 9.8% (2006: 8.1%) to group revenue. The increased contribution from the prior year was primarily due to the acquisition of Quarry Cats, with effect from 1 February 2007. Operating profit almost doubled to R112,1 million (2006: R60,2 million) and overall operating profit margin percentage improved to 14.9% (2006: 12.7%).

Everite continued to operate at full capacity, with the newly installed capacity coming on line in July 2007 and expected to increase output by 20% to 25% over the next few years. Although pressure on prices continued to affect the business' performance, revenue remained in line with the prior year at R457,9 million (2006: R450,7 million), with the operating profit margin percentage maintained at 12.1% (2006: 12.6%).

Quarry Cats performed in line with expectations since its acquisition on 1 February 2007 and achieved revenue of R231,1 million, with operating profit of R45,5 million at an overall operating profit margin percentage of almost 20%. Quarry Cats is margin enhancing, complements the group's expansion and growth strategy in the infrastructure sector and mitigates the risk of future material shortages with respect to key building and infrastructure contracts in Gauteng. The group's management also has prior experience in the crushing and readymix concrete sectors. The outlook is extremely positive for this business and further contract mining opportunities are being pursued.

As with Quarry Cats, with the group's purchase of Sky Sands with effect from 1 July 2007, additional margin-enhancing capacity has been secured in the infrastructure value chain and further mitigation of material shortage risk has been assured.

As noted in the prior year and in the interim announcement, the full positive effects of the VRESAP pipeline contract flowed through the group's joint venture, Group Five Pipe, in the current year. Group Five's share of the revenue and operating profits trebled to R65,8 million (2006: R22,2 million) and R11,3 million (2006: R3,5 million), respectively, resulting in an operating profit margin percentage of 17.2% (2006: 15.9%). Further work is being pursued.

### CONSTRUCTION

The group's largest contributor at 83.2% (2006: 86.5%) of revenue continued its strong growth and remains well positioned for future growth in the sector, both locally and internationally.

Overall construction revenue increased by 26.1% from R5 076 million to R6 401 million and operating profit increased by a significant 65.3% from R143 million to R236 million, resulting in an overall operating profit margin percentage of 3.7% (2006: 2.8%). The group is confident that given the current market conditions, a medium term operating profit margin percentage of 5% is achievable for the overall construction business. In fact, this business sector achieved a margin of 5% for the six months ending 30 June 2007.

Building and Housing revenue increased by 12.0% from R2 788 million (73% local) to R3 122 million (73% local), while operating profit increased by 6.8% from R78,9 million to R84,3 million, resulting in the overall operating margin percentage remaining constant at around 2.7% (2006: 2.8%).

As noted in the interim announcement, the prior year's margins were positively affected by the completion of higher-margin East African contracts. Margins continue to remain tight in the local market and the group has started transferring skills to work in joint venture with the Civil Engineering business where higher-margin work is coming through, particularly on the large contracts such as the King Shaka Airport and the Moses Mabhidu Durban Soccer Stadium for the 2010 World Cup. Accordingly, the secured one year order book is R1,9 billion (100% local) compared to R2,5 billion at 30 June 2006.

Civil Engineering revenue increased by 49% from R1 663 million (35% local) to R2 484 million (33% local), while operating profit more than doubled to R105 million from R50,2 million, resulting in an operating profit margin percentage increase to 4.2% (2006: 3%). Civil Engineering activity locally, in Africa and Dubai continues to improve and Dubai, in particular, produced its best results to date. The secured one-year order book stands at R2,2 billion (45% local), the highest of the construction businesses and surpassing Building and Housing for the first time in many years, reflecting the increased activity in this sector. This compares favourably to a secured one-year order book of R1,8 billion at 30 June 2006.

Subsequent to year-end, an agreement was reached with the group's sponsors in Dubai, Al Naboodah Construction Group, to form a new joint venture company to grow the current civil engineering business and set up an engineering projects business in the mechanical, electrical and piping market. This should ensure sustainable growth in this region going forward.

Engineering Projects had an impressive year following the disappointing results in the prior year. Revenue increased by 27.2% from R624 million (33% local) to R794 million (26% local) and operating profit more than trebled from R14 million to R47 million, with operating profit margin percentage improving to 5.9% (2006: 2.2%). Activity in the mining and power sectors in Africa remains buoyant and, as noted above, an opportunity exists to enter Dubai. The secured one-year order book stands at R735 million (27% local), which, prior to this year, is equal to or greater than the annual revenues achieved in this business in the previous five years. This compares favourably to the secured one-year order book at 30 June 2006 of R400 million.

### BOARD CHANGES

During the year under review and subsequent to the year-end, a number of changes were made to the board of directors:

- Ms P Buthelezi was appointed to the board on 4 July 2007 to take over as chairperson from Mr D Paizes who will be retiring on 16 October 2007 after serving for 11 years on the board, of which two were as chairman
- Mr MR Upton was appointed to the board on 17 November 2006 to take over as CEO on 1 April 2007 from Mr MH Lomas who retired on 31 March 2007
- Mr PS O'Flaherty, deputy CEO and CFO, resigned with effect from 30 June 2007. A replacement CFO is actively being sought
- Mr MR Maruma resigned on 26 January 2007 to pursue other opportunities
- Mr MSV Gantsho was appointed on 17 November 2006. He is a representative of the iLima consortium, a partner in the group's BEE ownership shareholding structure

### PROSPECTS

The construction one-year order book stands at R4,8 billion, of which 63% is local. Given the current group construction revenue capacity of around R7,3 billion, significant scope exists to enhance profitability through securing higher-margin work. The construction market, particularly in South Africa, remains strong. This strong environment provides the group with the scope to choose higher-margin contracts, improve management of cash flows, reduce risk exposure on new contracts and maximise its allocation of resources.

With a full year's contribution from Quarry Cats and Sky Sands at higher than average margins and increased capacity output from Everite, the Manufacturing and Construction Materials business is expected to provide an increased contribution to operating profit in the next year.

Given the above, the group is expected to achieve further strong earnings growth in F2008.

On behalf of the board

**D Paizes**  
Chairman

8 August 2007

**M R Upton**  
Chief Executive Officer