



United Group Limited – Growth in the Recovery

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GSJBW 5th Annual Australasian Investment Forum 2009



Overview



- **Sustainable revenues**
 - Balanced recurring revenue streams
 - Long-term capital works alliances
 - Diverse earnings streams
 - Strong order book
- **Significant investment in risk management**
 - Robust systems and processes
 - Alliance and cost-plus contracts
 - Blue-chip and government clients
 - Sensible balanced trading terms
- **Exposure to long term growth trends**
- **Significant market opportunities**
- **Balance Sheet Strength**
- **Leading our markets**
 - Technology partnerships
 - Alliances
 - Intellectual property
 - Outstanding customer service
 - Safety
- **Sector leaderships**
 - LNG and iron ore
 - Transport and rail engineering
 - Infrastructure and the environment
 - Property management

Our Structure

A service company supporting essential infrastructure, resources and property assets

Market capitalisation of over A\$2.4 billion
~42,000 people including subcontractors

Values: safety, integrity, outstanding customer service, teamwork and open communication



Delivery method

- Technology partners
- Alliance or cost-plus contracts
- EPCM
- Global coverage
- PPPs

Sectors

- Energy
- Rail
- Resources
- Property
- Transport
- Water

Geography

- Australia & New Zealand
- Asia & Middle East
- North America

Customers

- Government
- Blue-chip companies
- Institutions

Services

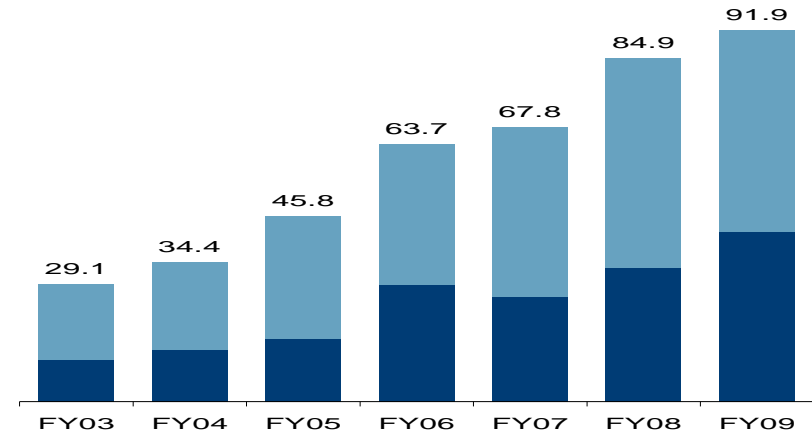
- Project management
- Engineering design
- Construction
- Fabrication
- Operations & maintenance
- Asset management
- Facilities management
- Corporate real-estate

- **UGL has won nearly all major targeted projects since January 2009**
- **Record sales with over \$3.7 billion of new contract wins and extensions since January 2009 including**
 - Extension of the GE Transportation partnership for another 10 years
 - Part of the winning consortium for the Metro Trains Melbourne - \$162 million per year
 - Extension of the Maintrain contract for RailCorp - \$405 million
 - Orders for 72 more Outer Suburban Railcars (OSCar) - \$320 million
 - Mechanical, electrical works for Airport Link Road Project - \$452 million
 - Long term alliance with EnergyAustralia for electricity upgrade and renewal program for Sydney, Hunter Valley and Central Coast
 - Construction services for Pluto LNG Project - \$230 million
- **Preferred tender status - \$1 billion**
- **Record FY09 sales in UGL Unicco, US property services**

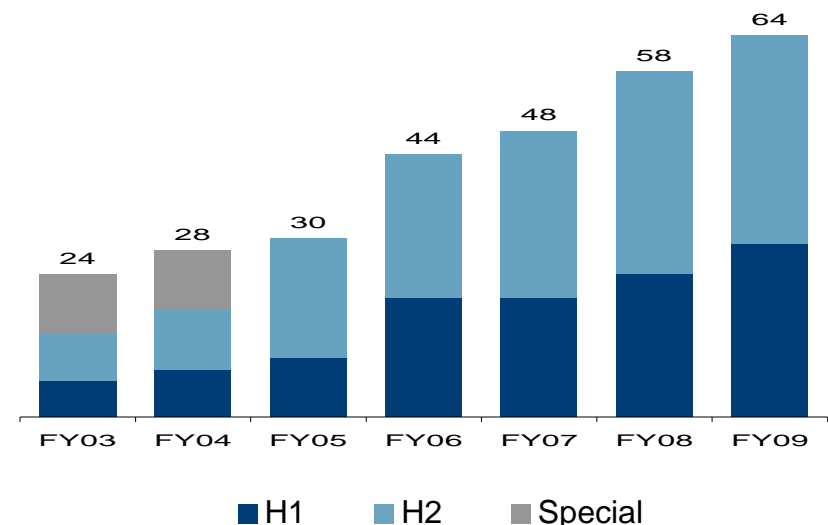
Full Year Results Highlights

- **Solid result positions UGL for future growth**
 - Net profit after tax up 10.4 per cent*
 - Earnings per share up 8.2 per cent*
 - Dividends per share up 10.3 per cent
- **Robust financial position**
 - Strong balance sheet
 - Record cash-flow
 - Responsible gearing levels
 - Dividend levels maintained

Earnings per share* (¢)



Dividends per share (¢)



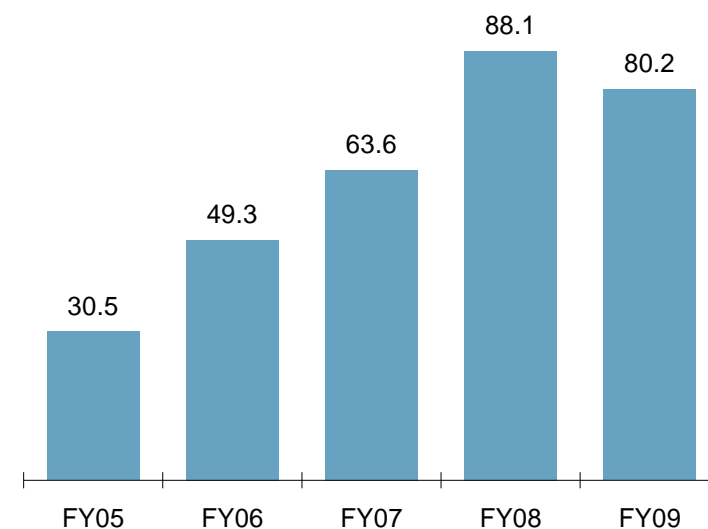
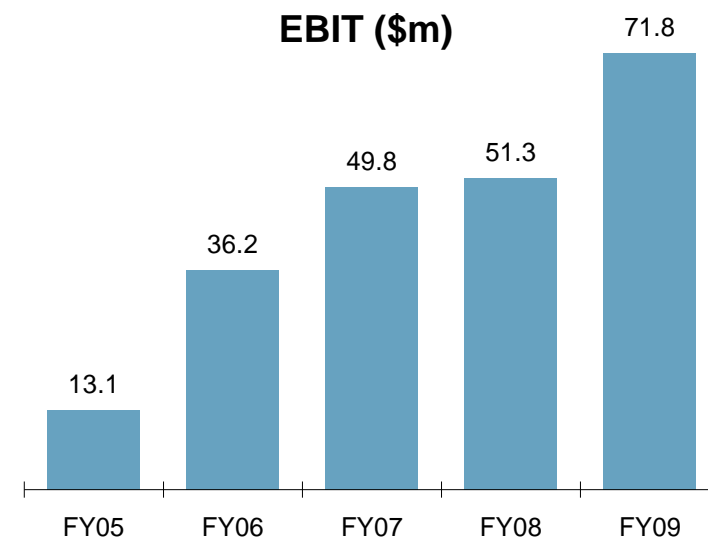
*adjusted for amortisation of intangibles

- **UGL Infrastructure**

- Strong contribution from all units: water, energy and transport
- Result underpinned by recurring capital works alliances and major projects
- Quality of order book meant impact of financial crisis was minimal

- **UGL Rail**

- High sales contribution from wagons and locomotives
- Strong performance from ongoing maintenance operations
- EBIT impact from New Zealand exit, Oscar arbitration, MainCo penalties

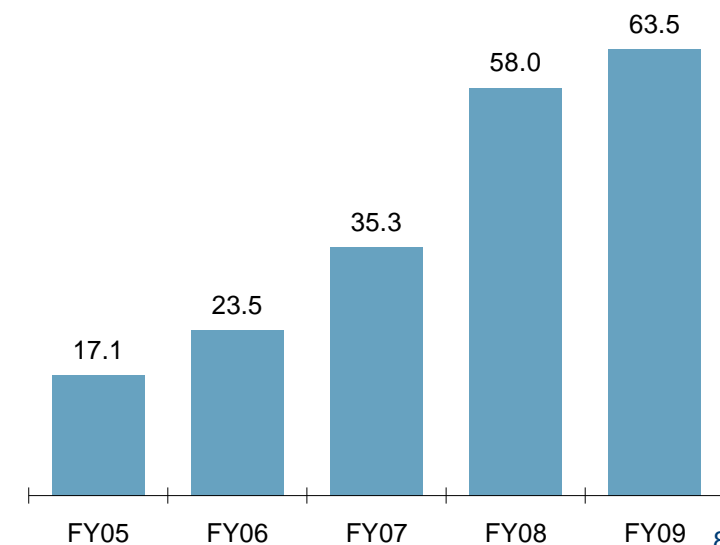
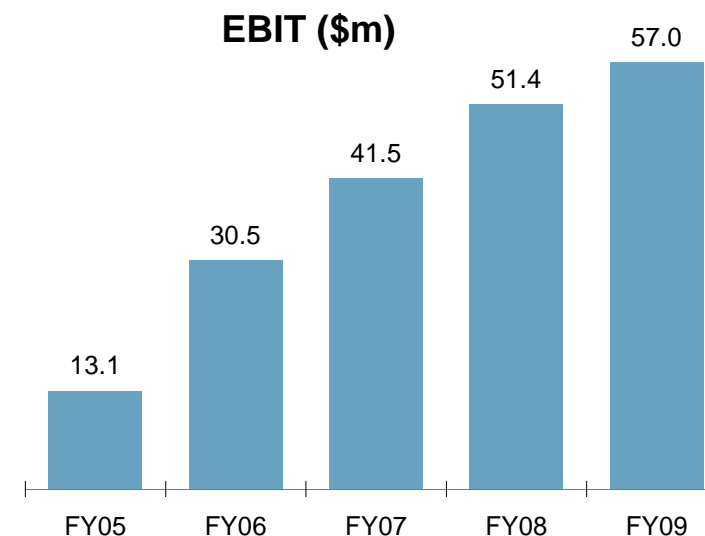


- **UGL Resources**

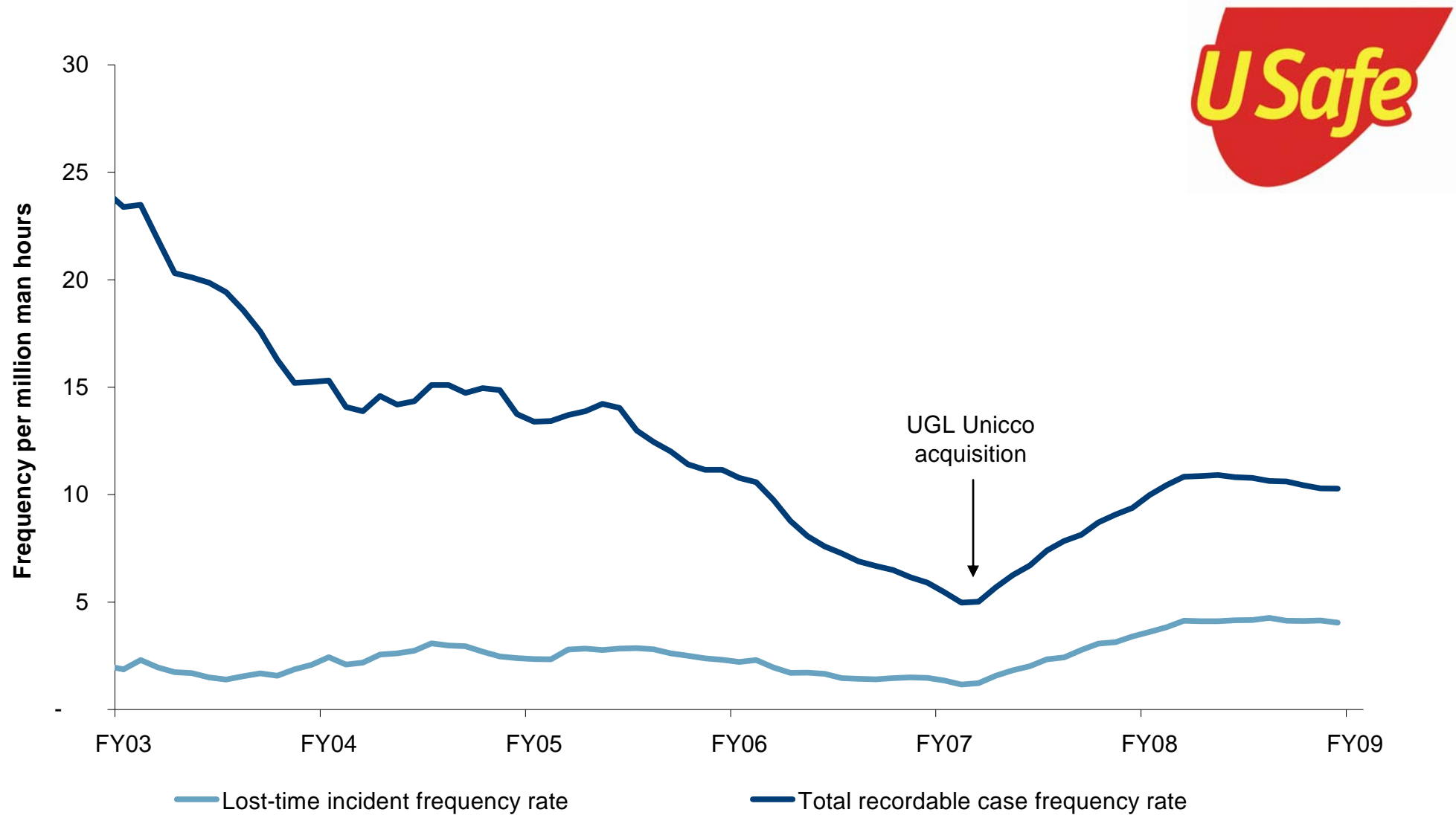
- Project delivery result strong on contribution from Boddington Gold Mine, despite Moranbah delay
- Solid underlying performance and growth from asset services despite slower capital spending
- No opportunity for early completion bonuses that were available in FY08
- Oil & Gas wins include BP, Caltex, Shell, Woodside

- **UGL Services**

- Facilities management resilient despite reduction in discretionary spend
- US corporate real-estate business profitable in 2H
- UGL Unicco performing in line with acquisition expectations
- Record new sales from UGL Unicco for second consecutive year



Rolling 12-month safety performance



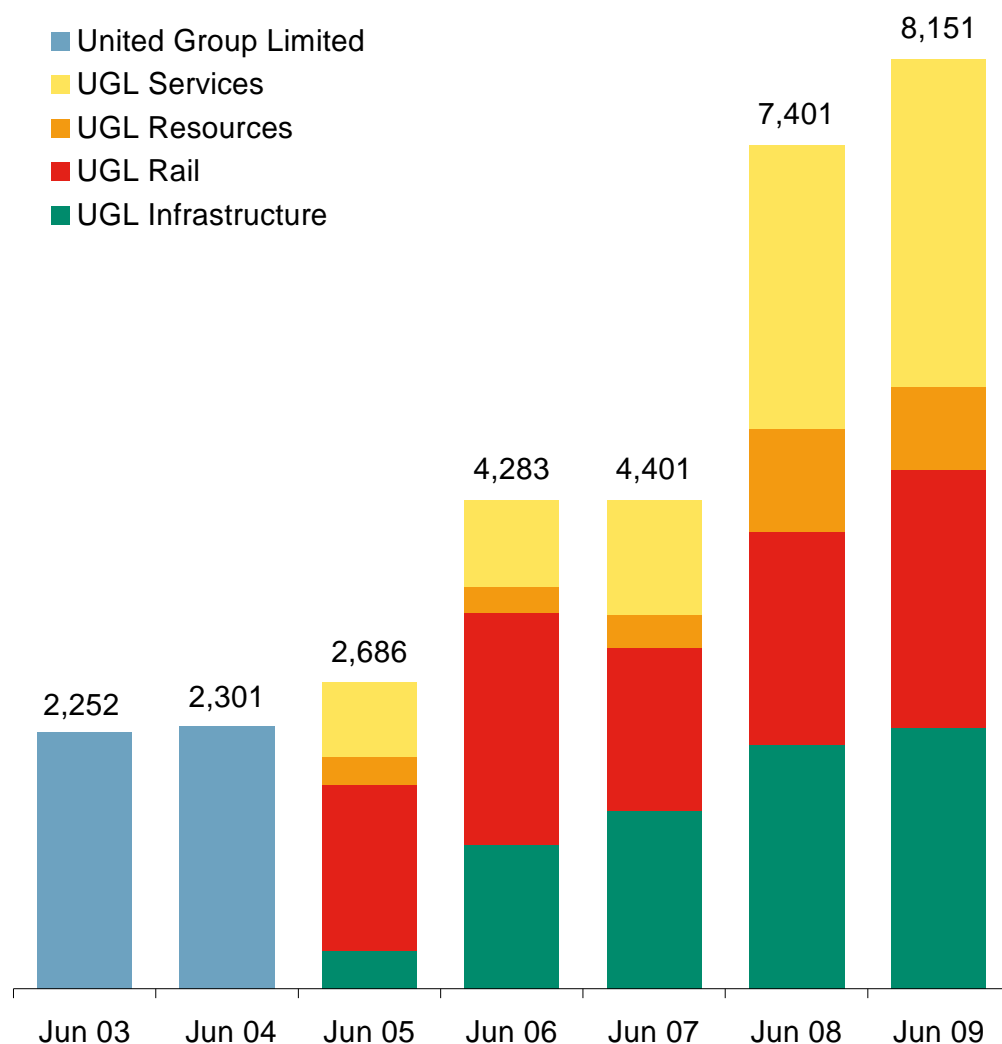
The background of the slide is a photograph of a modern glass skyscraper at dusk. The building's windows are illuminated from within, creating a warm glow against the darkening sky. A dark, horizontal architectural element, possibly a skybridge or a balcony, runs across the middle of the frame. The overall mood is professional and modern.

Outlook

Order book plus options and extensions

Order Book (\$m)

- United Group Limited
- UGL Services
- UGL Resources
- UGL Rail
- UGL Infrastructure



Order book excludes significant value: (\$m)

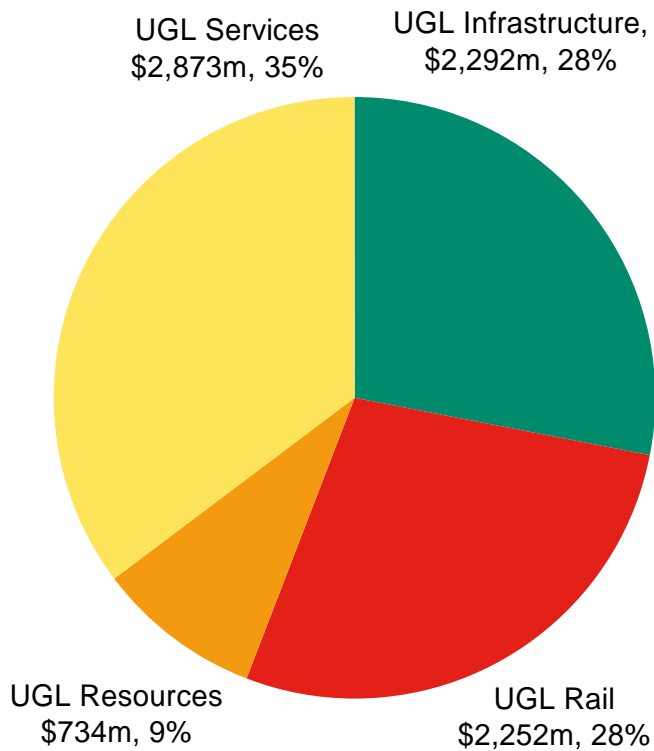
- Preferred tender status 940
 - Singapore Sports Hub
 - Power generation project
 - Resource project

- Options in existing contracts 2,110
 - Rail maintenance extensions
 - Locomotive orders
 - Multiple service contracts

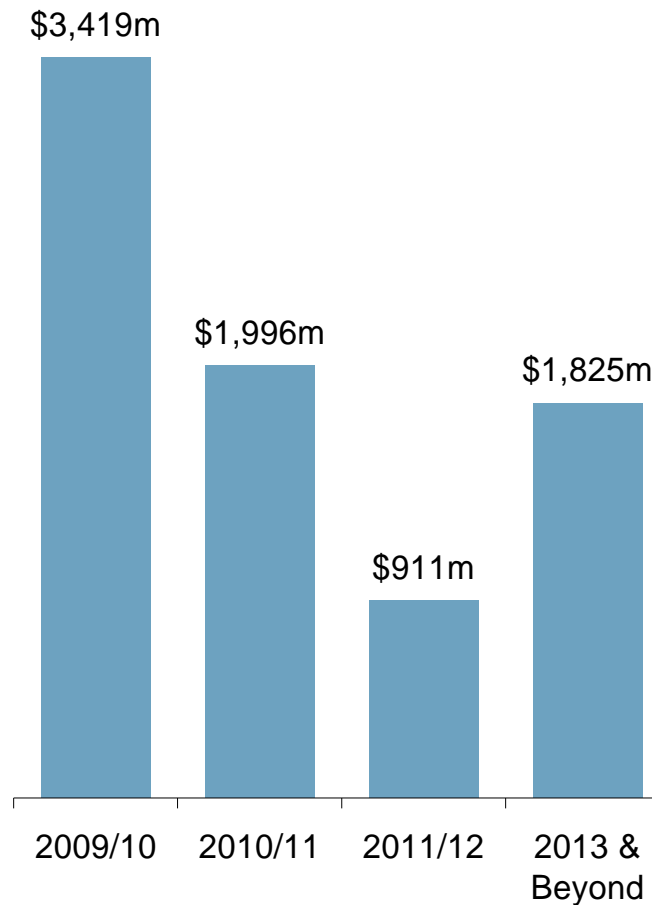
- Recurring maintenance contracts 5,300
 - Historic renewal rate 90%
 - Value over five years
 - Excludes fixed-term contracts

Order Book Breakdown at 30 June 2009

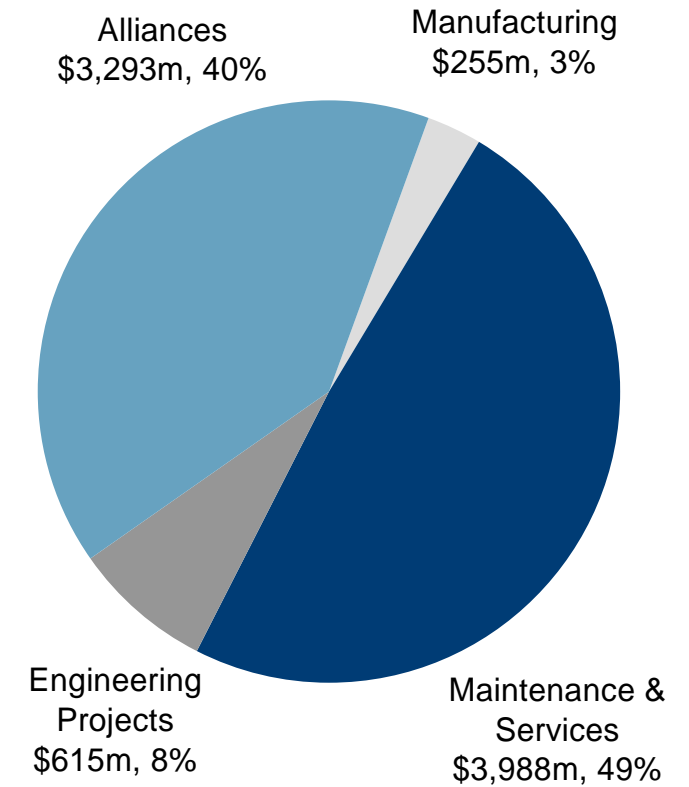
By division



By year

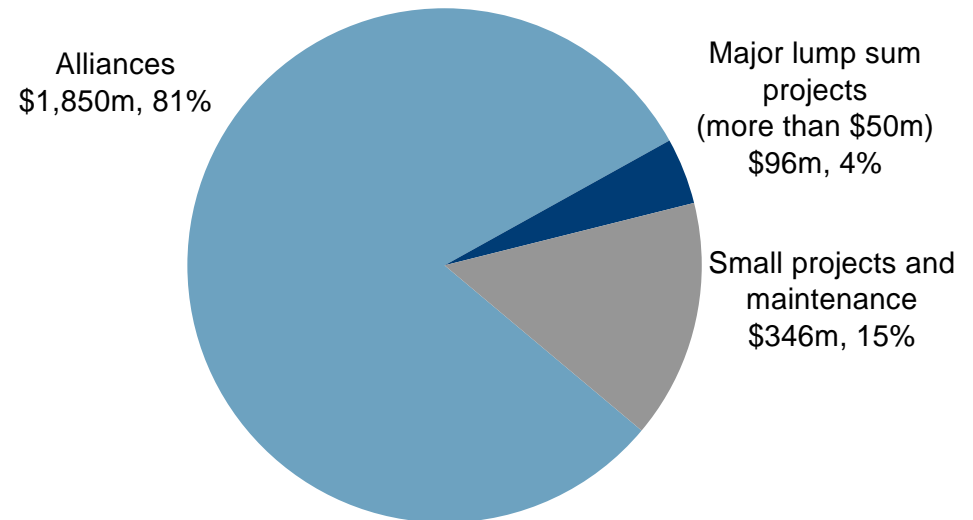


By type



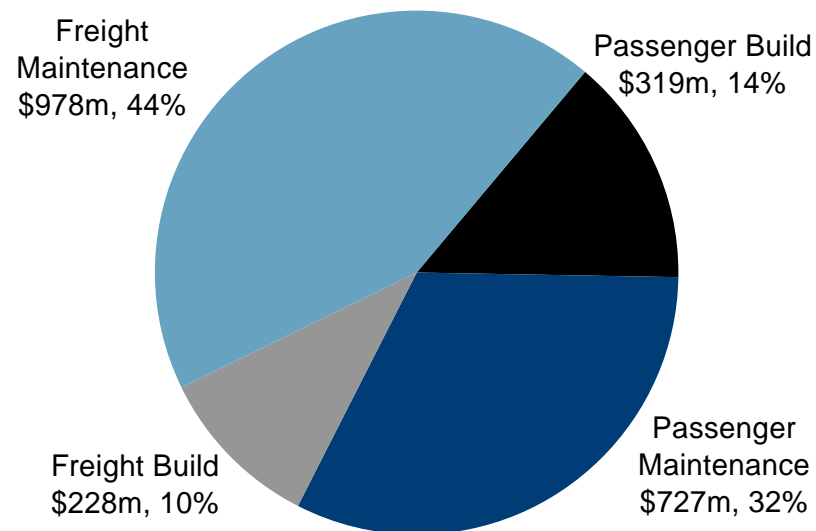
- **Positive outlook remains: government spending strong; private sector returning to confidence**
- **Ongoing opportunities is sustainable in water and energy projects**
- **Compelling offshore opportunities both organic and through acquisition**
- **Significant opportunities in renewable energy ie gas turbines, wind farms**

Order Book – UGL Infrastructure



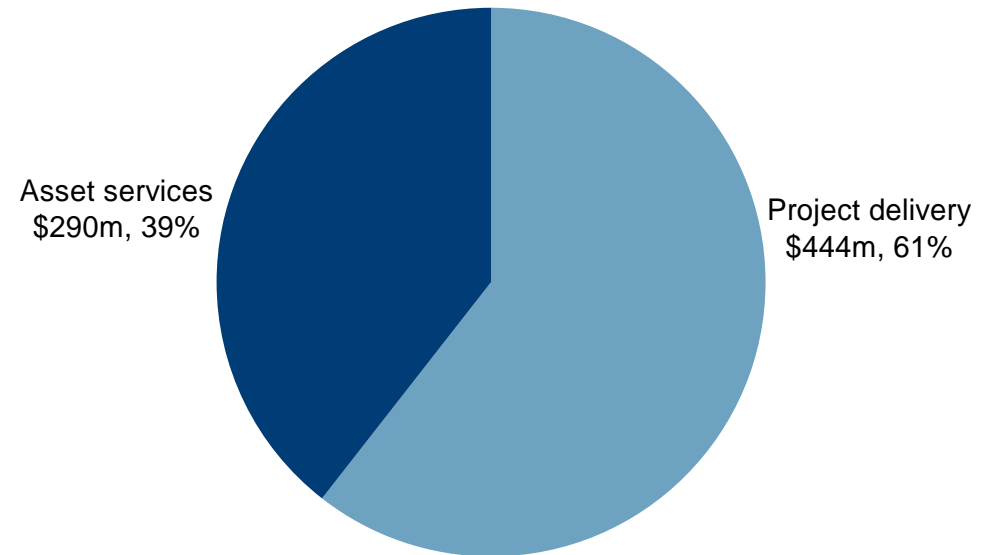
- **Strong passenger rail patronage growth and investment outlook**
- **Excellent opportunity in Melbourne through MTM franchise**
- **Long term freight maintenance robust, capex quite resilient**

Order Book – UGL Rail



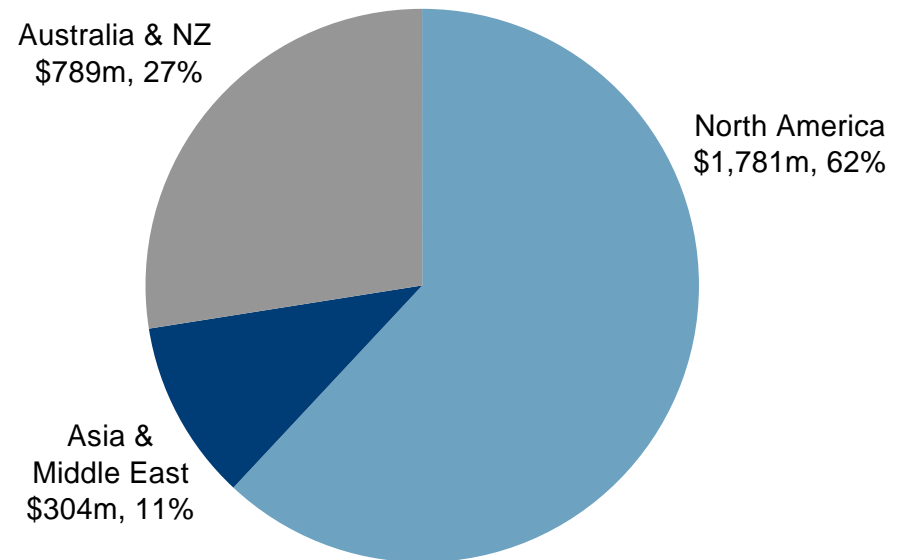
- **Exciting project bidding pipeline, especially in LNG and iron ore**
 - \$200 billion of Australasian LNG projects under consideration
 - \$1.5 billion or greater in opportunities for UGL over eight years
 - Long term asset maintenance opportunities
 - UGL a participant in all major development and expansion projects since 1980's
- **Asset services business well placed to continue to expand market share**
- **Very encouraging signs of returning confidence in the sector**

Order Book – UGL Resources

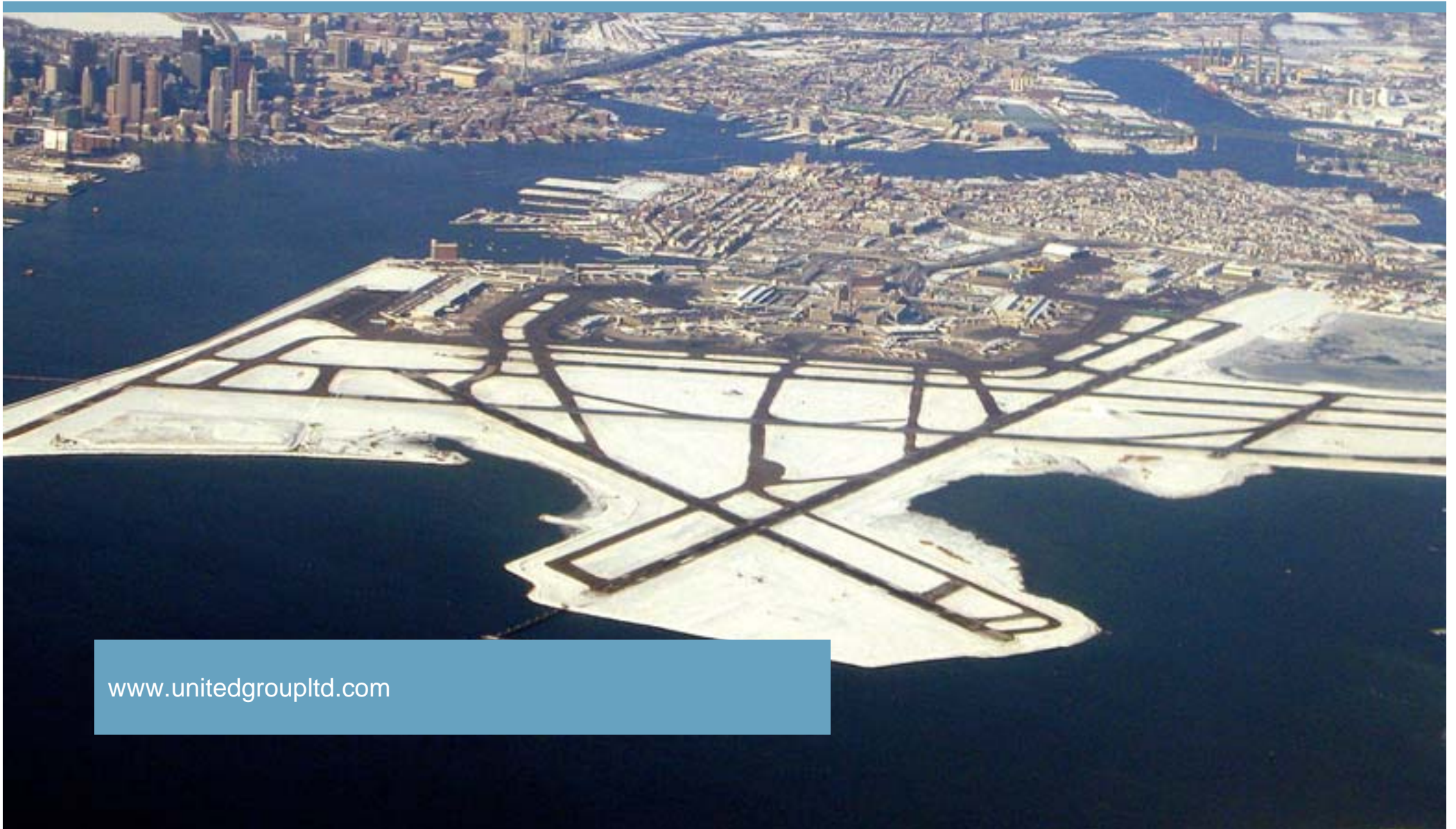


- **New sales growth in US reflects long-term trend toward outsourcing**
- **Compelling opportunities to build scale in Middle East**
- **Substantial growth opportunities in Asia**
- **Turned around Australian Services company**
- **Await recovery of corporate real estate market**

Order Book – UGL Services



- **Platform for growth**
 - Recurring earnings base
 - Growing order book
 - Strong balance sheet
- **Compelling opportunities**
 - Outsourcing trends
 - Infrastructure and resources investment
 - Clean, sustainable infrastructure: rail, water and power
 - Acquisitions
- **FY10 expectation**
 - Result likely to be in line with FY09
 - Revenue of ~\$4.5bn; adjusted NPAT of ~\$150m
 - Solid foundation to pursue long-term growth opportunities
- **Long term growth factors still in place for 2011 and beyond**



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