

Monadelphous Group Limited

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18 August 2009

Company Announcements
Australian Securities Exchange Limited
Level 4, 20 Bridge Street
Sydney NSW 2000
Australia

Dear Sir/Madam

RE: Monadelphous 2009 Annual Results Presentation

Please find attached a copy of the 2009 Annual Results Presentation to be issued today by Monadelphous Group Limited as part of the company's full year 2009 results release.

A webcast of the 2009 Annual Results Presentation will also be available including a copy of the presentation together with an audio transmission from our website:

www.monadelphous.com.au/Investors-Media.aspx

Sincerely



Philip Trueman
Company Secretary



2009 Annual Results Presentation

18 August 2009

Safety & Wellbeing

Integrity

Achievement

Teamwork

Loyalty

Agenda

Business Highlights

Rob Velletri

Financial Highlights

Giles Everist

Divisional Update

Rob Velletri

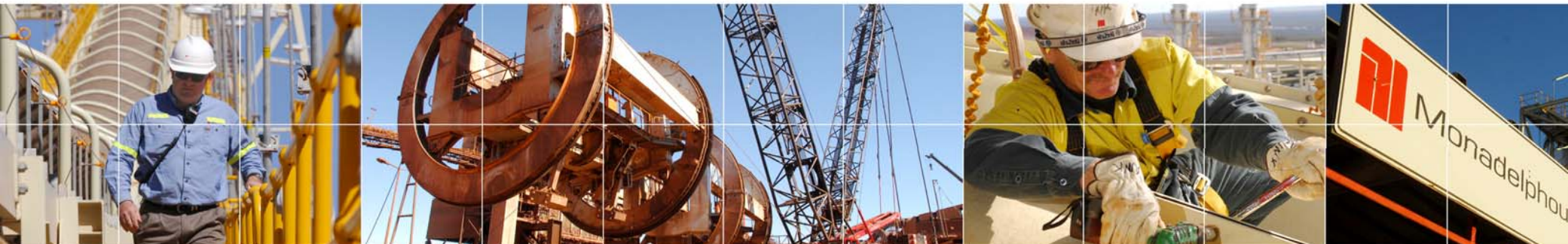
Strategy & Outlook



2

Business Highlights

3



Group Highlights

Financial

- NPAT up 12% to \$74.2m, EPS up 11% to 87.5c & DPS 74c
- Sales revenue up 18% to \$1,123m
- EBITDA up 11% to \$116.1m, margins down slightly (10.3%)
- Healthy cash flow conversion – \$113.8m operating cash flow

Operating

- Strong organic growth across all business units (up 11% - 43%)
- Workforce numbers up 9% to 4,211 – in line with activity levels
- \$700m of new contracts & contract extensions

Strategic

- Achieved further growth in oil & gas, infrastructure (water) & expanded multi-disciplinary services
- Focussing on maximising efficiency & productivity
- Increasing financial flexibility – net cash position (\$127.3m)

Divisional Highlights

EC

- Record sales \$674.8 million up 17.2%
- Awarded \$500 million in new construction contracts
- Secured Pluto LNG (\$170m) Contract

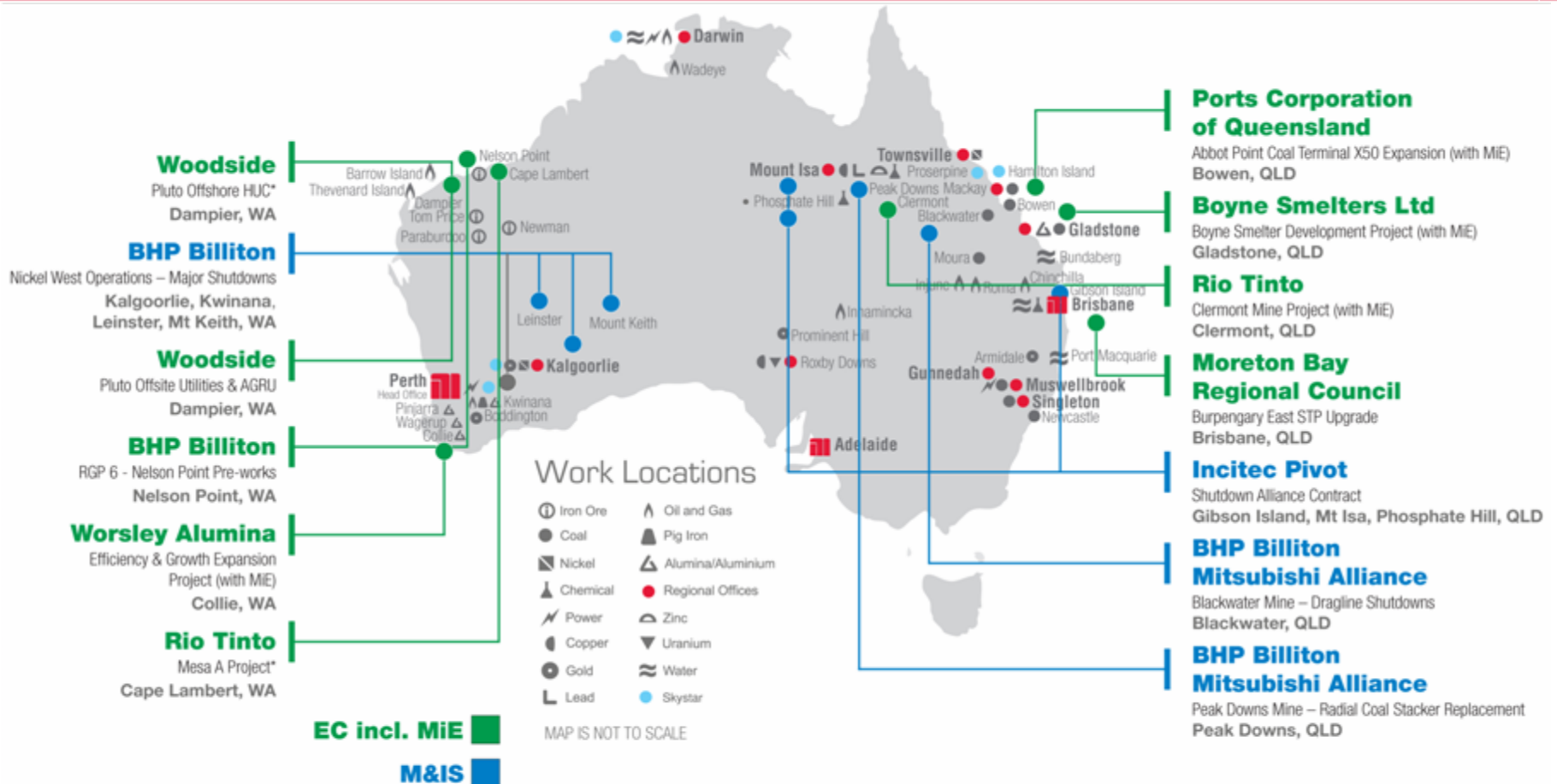
MiE

- Consolidated our large scale, national multi-disciplinary project capability
- Record sales \$100.2 million up 31.8%
- 12-months & 1 million hours Lost Time Injury (LTI) free

M&IS

- Retention of all key customers, contracts & sites
- Record sales \$351.9 million up 11.1%
- Awarded \$200 million in new contracts & re-competes

Key Contract Wins



Note: Key contract wins exclude contract extensions and re-competes

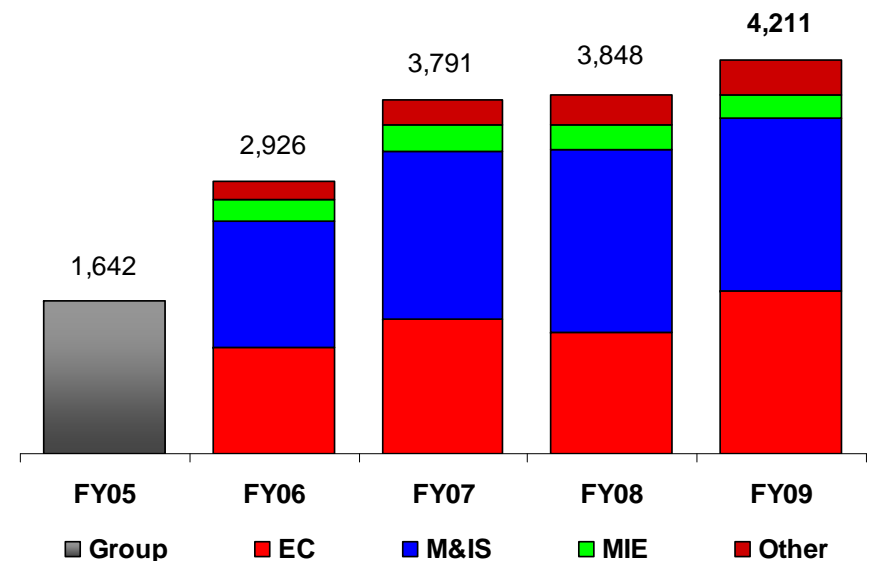
*Project awarded subsequent to 30-Jun-09

People Performance

Highlights:

- Record employee numbers driven by high activity levels
- Labour market conditions easing
- Focus on right sizing the workforce to meet changing environment
- Developed & consolidated our people performance & talent management programs

employee numbers



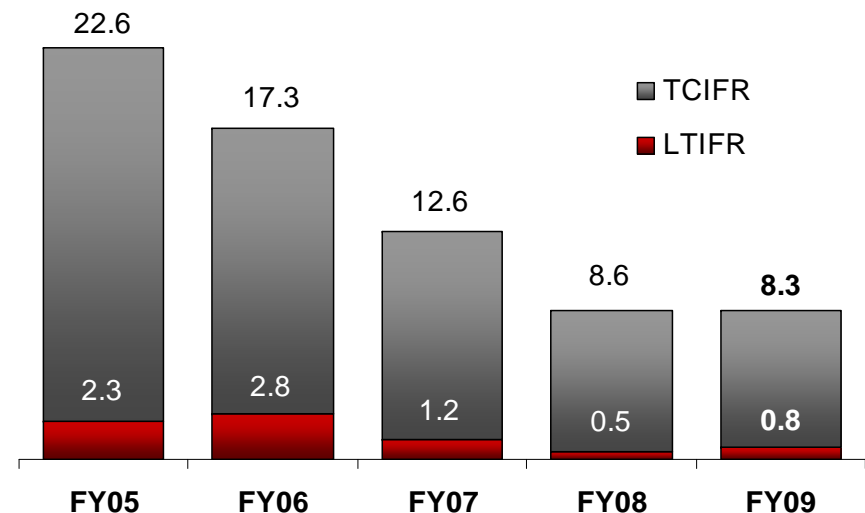
Note: Employee numbers (FY04-07) adjusted for partial Skystar divestment

Safety Scorecard

Highlights:

- Maintained our safety performance
– TCIFR improved 3%
- Continued investment in HSE systems and leadership training
- DuPont Safety Review completed and opportunities for improvement identified

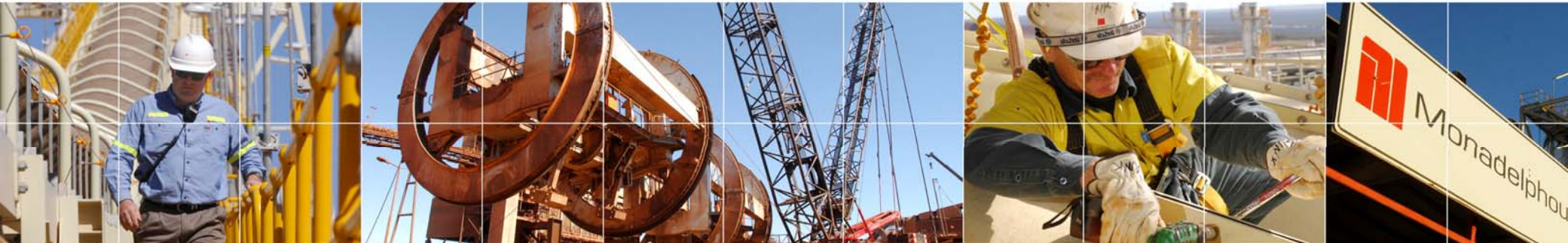
injury frequency rates (LTIFR & TCIFR)



Note: Lost time injury frequency rate (LTIFR) and Total case injury frequency rate (TCIFR) – per million hours worked

Financial Highlights

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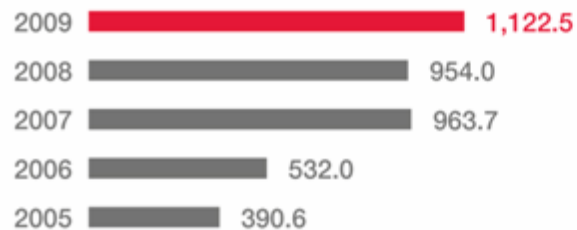
Financial Highlights

		Jun-09	Jun-08	% Change
Sales Revenue	\$m	1,122.5	954.0	18%
EBITDA	\$m	116.1	104.5*	11%
Operating Cash Flow	\$m	113.8	92.5	23%
NPAT	\$m	74.2	66.2*	12%
EPS	Cps	87.5	79.1*	11%
DPS	Cps ff	74.0	72.0	2.8%
Return on Equity (average)	%	66.2	68.9*	-3.9%
Capital Expenditure (Cash + HP)	\$m	23.7	17.1	38%
Net Cash Position	\$m	127.3	101.6	25%

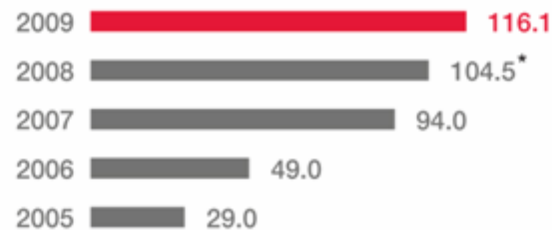
*underlying figures

Historical Performance

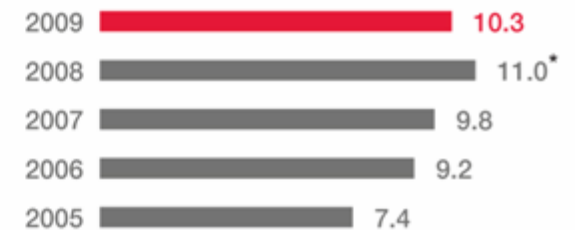
Sales Revenue (\$M)



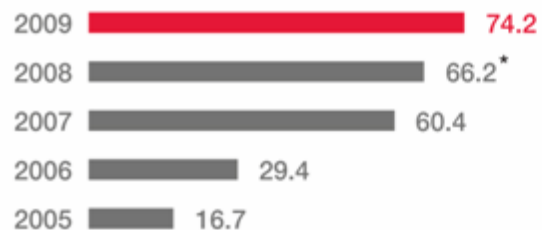
EBITDA (\$M)



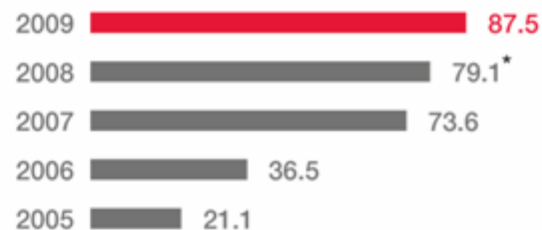
EBITDA margin (%)



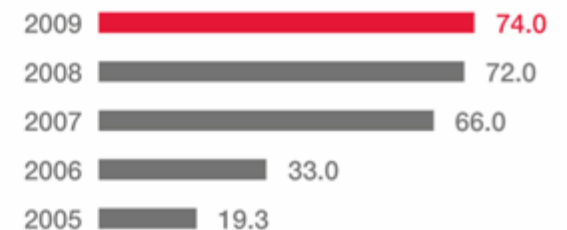
Net profit after tax (\$M)



Earnings per share (cents)

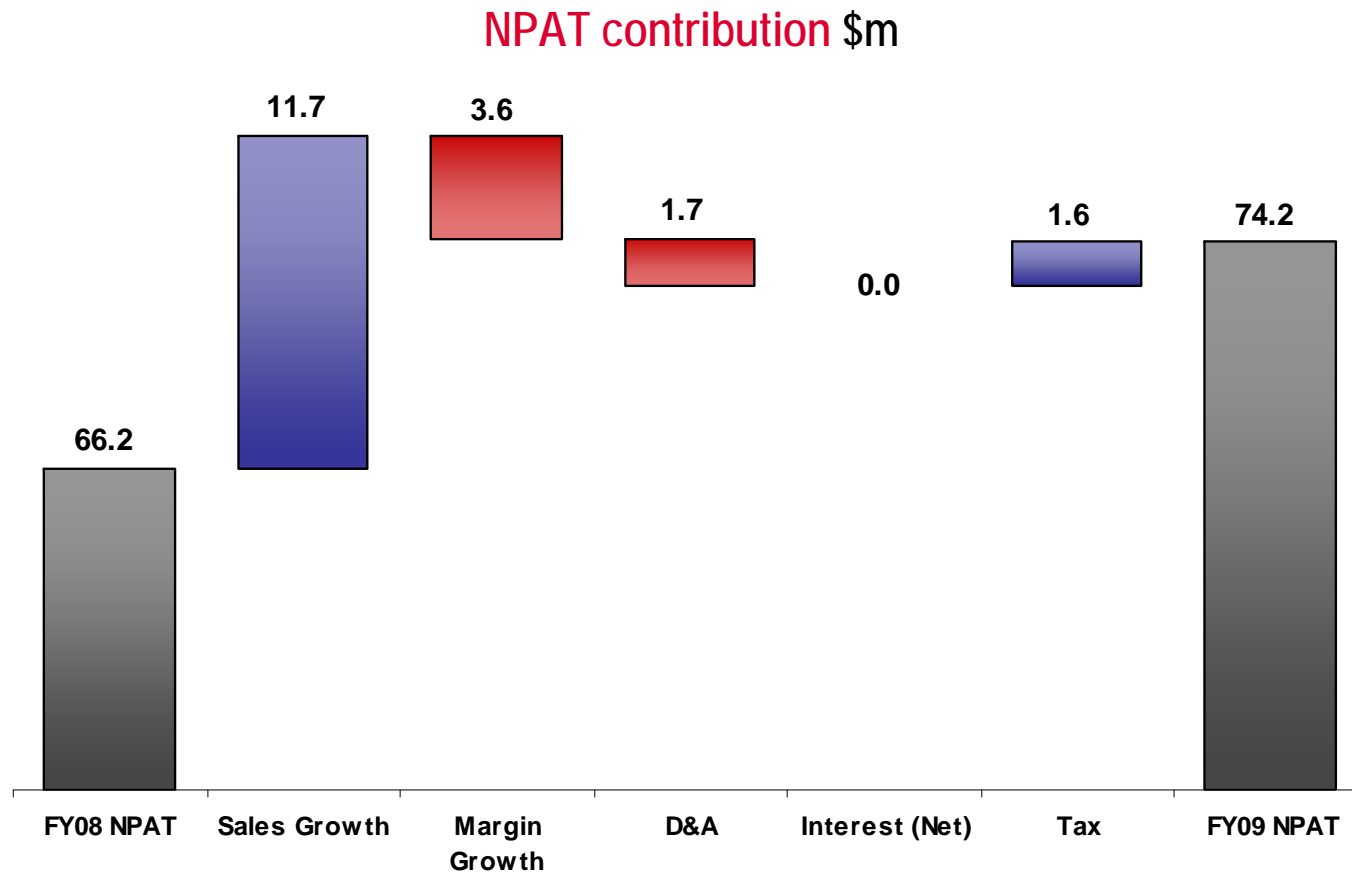


Dividends per share (cents)



*underlying figures

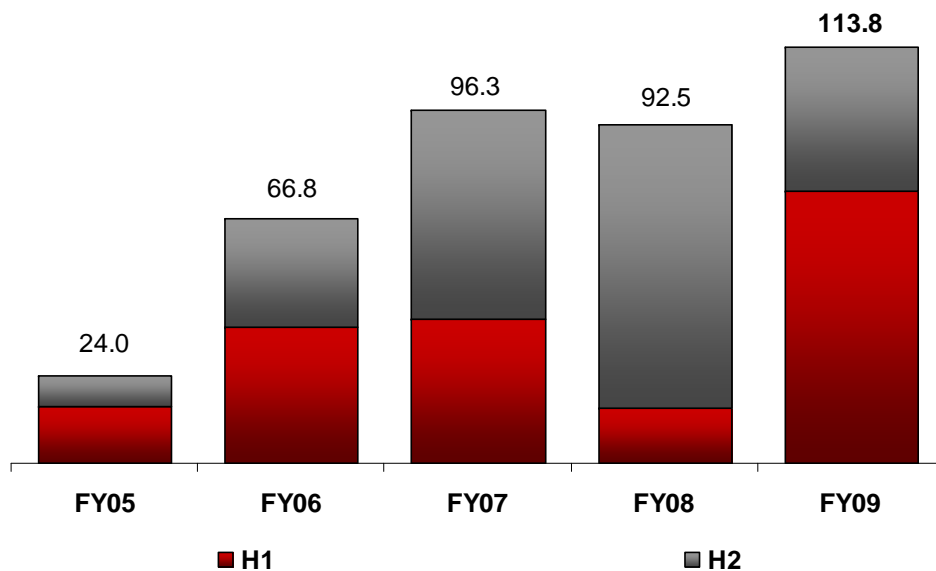
NPAT Contribution Analysis



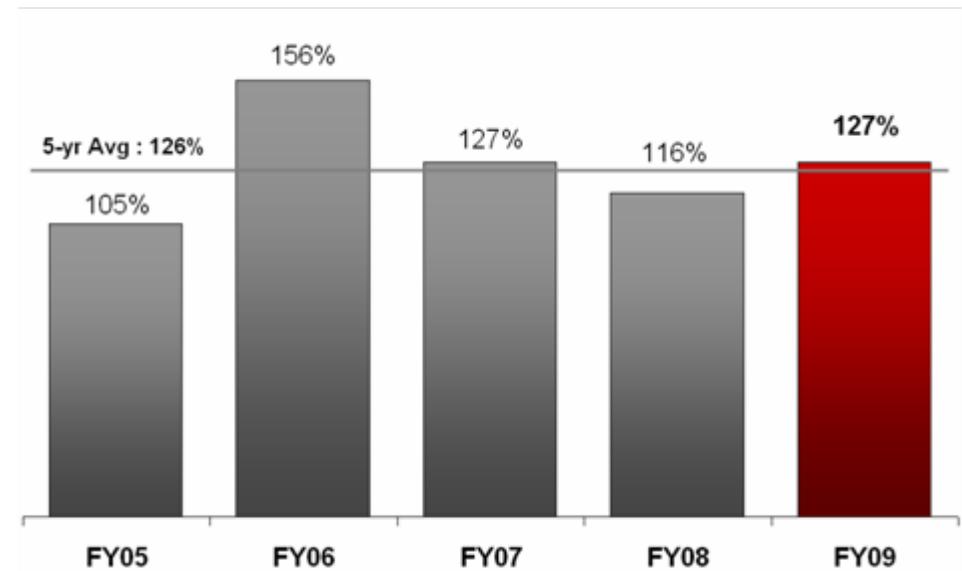
Note: The above NPAT contribution analysis is not to scale (in order to enhance readability)

Operating Cash Flow Performance

operating cash flow \$m

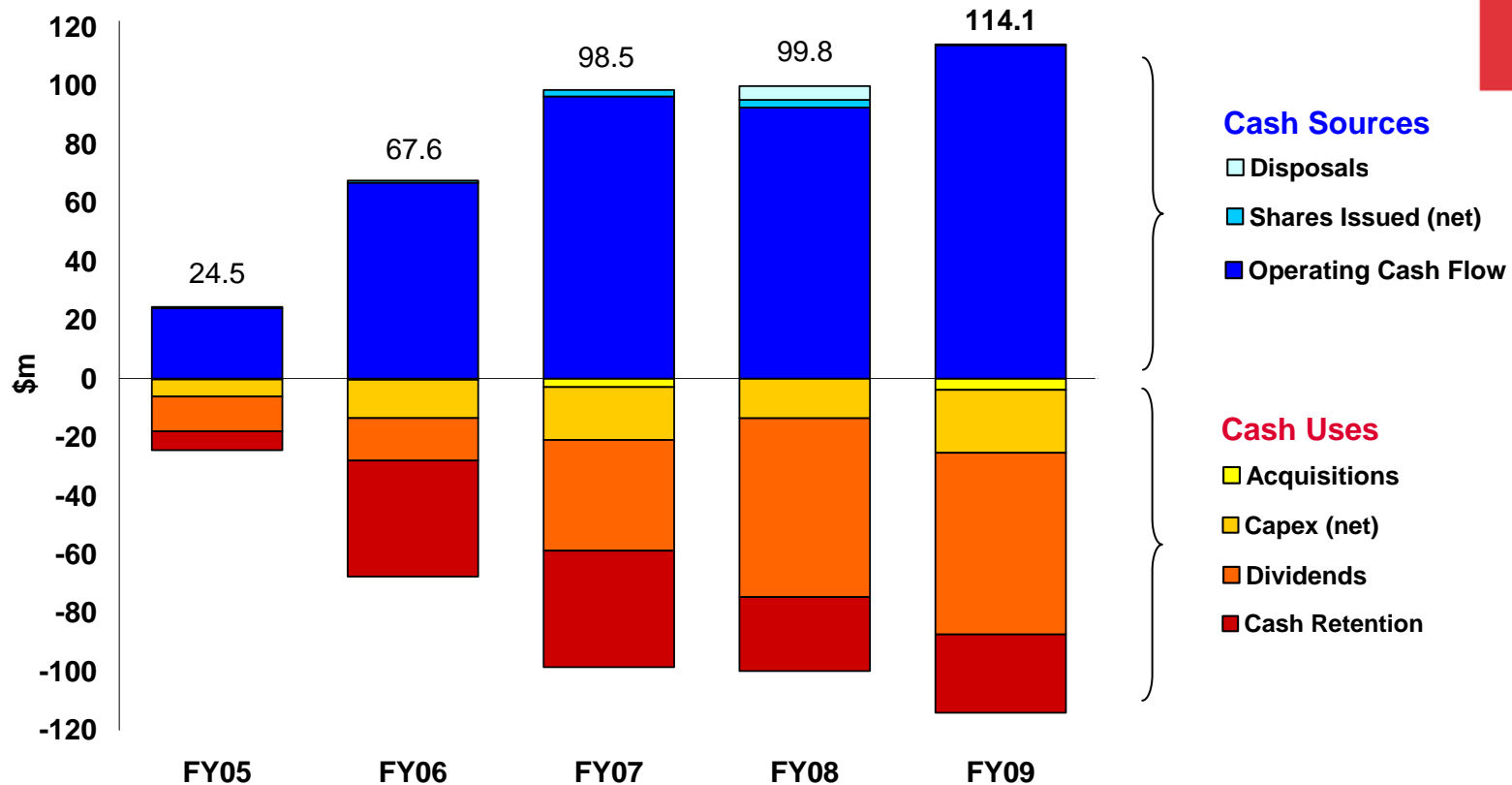


EBITDA to cash flow conversion %



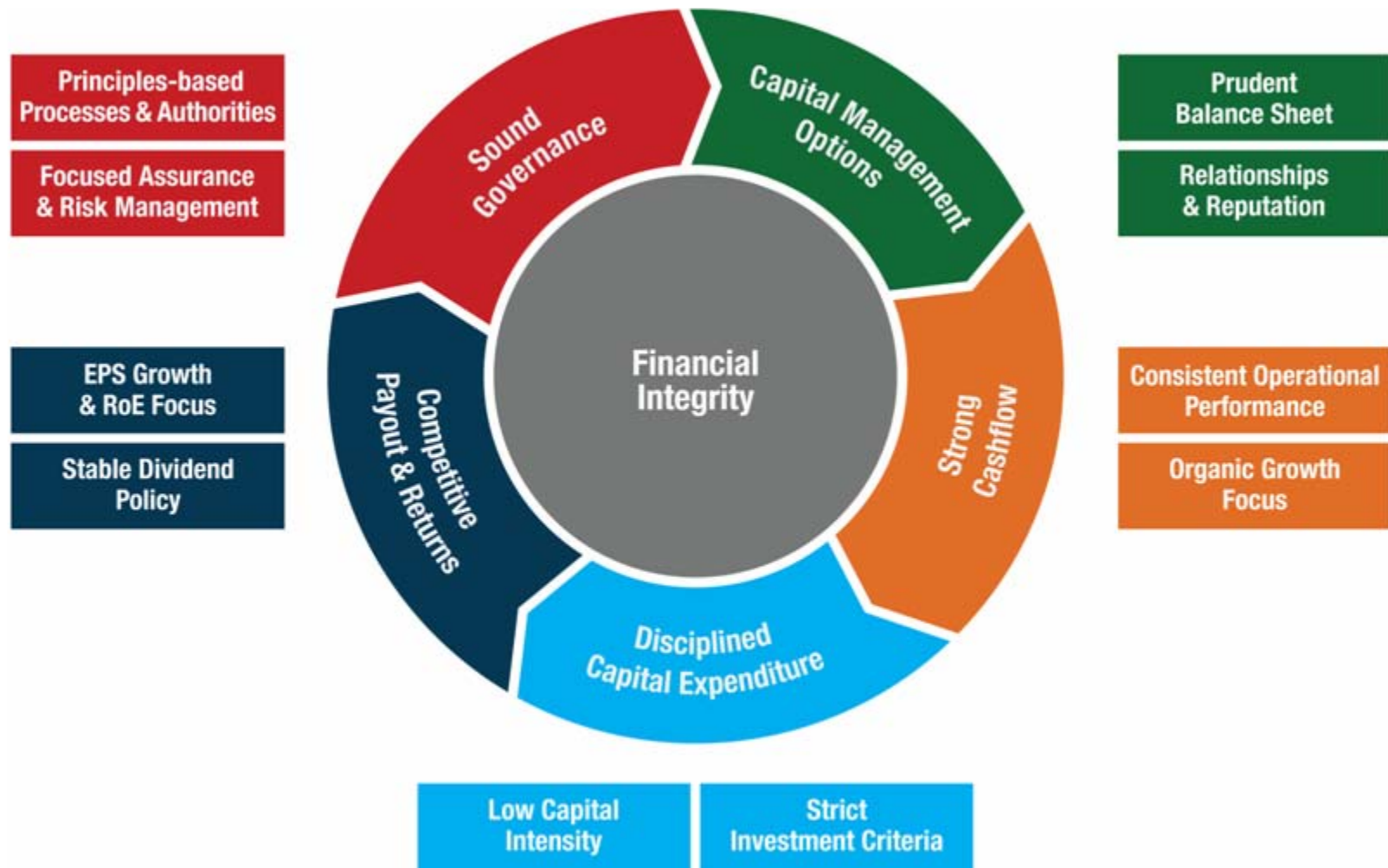
Note: Cash flow (ungeared pre-tax) = operating cash flow – net interest received + tax paid (cash basis)

Sources & Uses of Cash



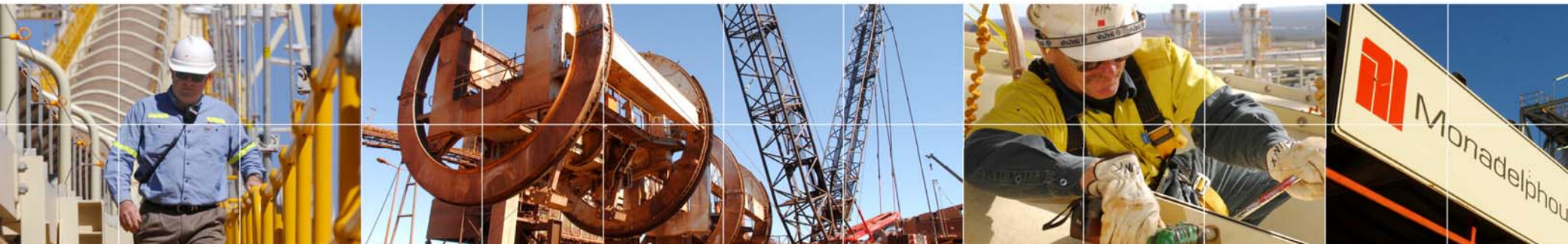
Note: Shares Issued (net) = proceeds from issue of shares – shares bought-back
 Capex (net) = proceeds from sale of PP&E – purchases of PP&E – payment of finance leases (cash basis)

Financial Strategy



Divisional Update

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Divisional Summary

		Jun-09	Jun-08	% Change
Engineering Construction	\$m	674.8	576.0	17%
Electrical and Instrumentation Services	\$m	100.2	76.0	32%
Maintenance and Industrial Services	\$m	351.9	316.7	11%
Skystar	\$m	10.5	14.7	43%*
Internal sales eliminations	\$m	-14.9	-29.4	
TOTAL	\$m	1,122.5	954.0	18%

*underlying % change

Engineering Construction

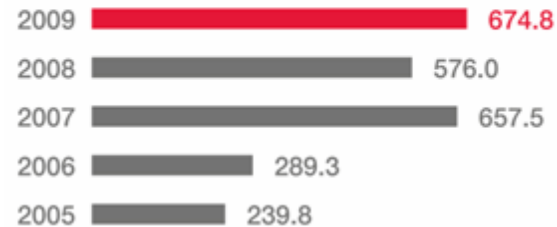
Highlights:

- Record levels of activity
- Continued growth in energy & infrastructure markets
- Awarded \$500 million in new construction contracts

Major Contracts Done:

- BHPB, RGP4 – Newman Hub, WA
- BGMMC, Boddington Gold Mine Expansion, WA
- Eni, Blacktip Development Project, NT
- Rio Tinto, Cape Lambert Upgrade 80Mtpa, WA
- OZ Minerals, Prominent Hill Gold Mine, SA
- PMHC, Lake Cathie/Bonnie Hills STP, NSW

Sales Revenue (\$M)



Sales Contribution (%)

EC: 59%
Other: 41%



Major Contracts Won:

- Woodside, Pluto LNG Project, WA
- Worsley Alumina, E&G Expansion Project, WA
- PCQ, APCT X50 Expansion, QLD
- MBRC, Burpengary East STP Upgrade, QLD
- BSL, Automated Alumina Delivery System, QLD
- BHPB, RGP6 – Nelson Point Pre-works, WA
- Rio Tinto, Clermont Mine CHPP, QLD

MiE

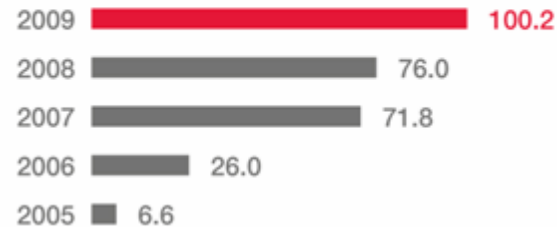
Highlights:

- Record levels of activity
- Strong safety performance (LTI free)
- Consolidated our large scale, national multi-disciplinary project capability

Major Contracts Done:

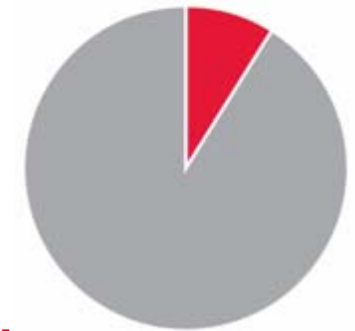
- BBI (DBCT) Mgt, R8 & S8 Conveyors, QLD
- BGMMC, Boddington Gold Mine Expansion, WA
- Eni, Blacktip Development Project, NT
- Origin Energy, Talinga & Taloona Gas Plants, QLD

Sales Revenue (\$M)



Sales Contribution (%)

MiE: 9%
Other: 91%



Major Contracts Won:

- Worsley Alumina, E&G Expansion Project, WA
- PCQ, APCT X50 Expansion, QLD
- Vale, Carborough Downs CHPP Upgrade, QLD

Maintenance & Industrial Services

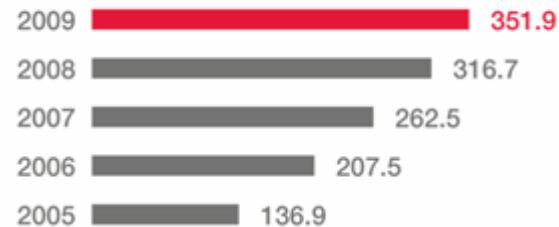
Highlights:

- Record levels of activity
- Retention of all key customers, contracts & sites
- Awarded \$200 million in new contracts & re-competes

Major Contract Extensions:

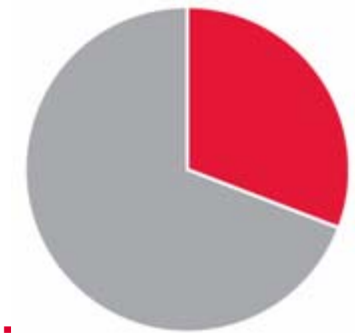
- ConocoPhillips, DLNG Plant, NT (3yrs)
- BHPB, Olympic Dam Operations, SA (2yrs)
- Rio Tinto, Structural Integrity Projects, WA (2yrs)
- Anglo Coal, Dawson CHPP, QLD
- Rio Tinto, Yarwun Alumina Refinery, QLD

Sales Revenue (\$M)



Sales Contribution (%)

M&IS: 31%
Other: 69%



Major Contracts Won:

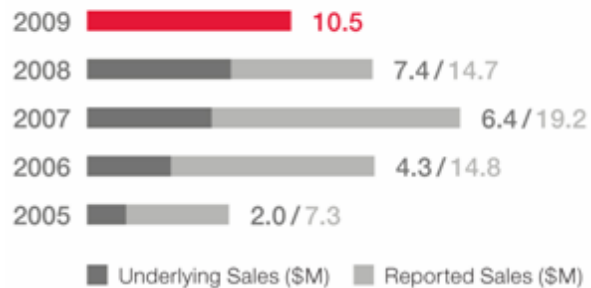
- BHPB, Nickel West Operations, WA (3yrs)
- Incitec Pivot, Shutdown Alliance, QLD (2yrs)
- BMA, Blackwater Mine – Shutdowns, QLD
- BMA, Peak Downs Mine – Radial Stacker, QLD
- Power & Water, DLNG P&W Gas Pipeline, NT
- Geodynamics, Geothermal Power Station, SA

Skystar

Highlights:

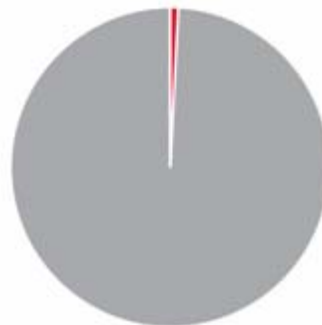
- Underlying sales up 43%
- Strong volume growth & new customer contracts (Jetstar)
- Continued safety & on time performance

Sales Revenue (\$M)



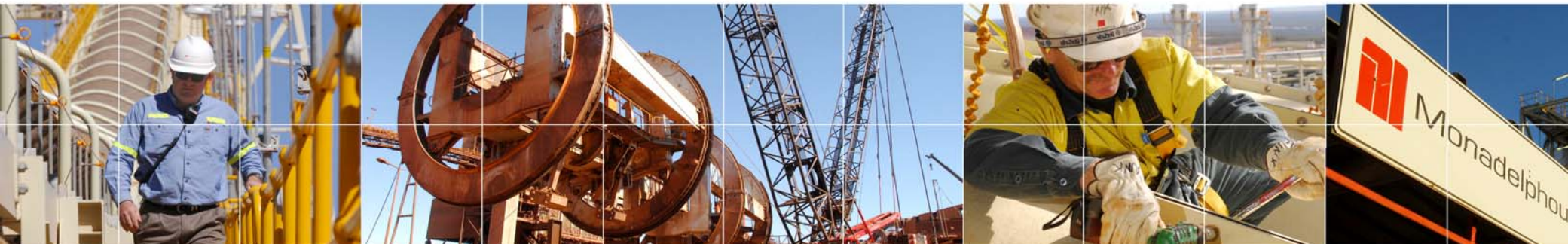
Sales Contribution (%)

Skystar: 1%
Other: 99%



Strategy & Outlook

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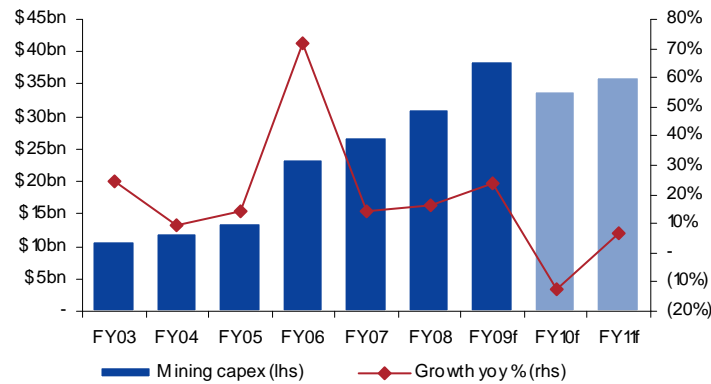
Market Conditions

Traditional resources markets slowing

Energy markets continue to strengthen

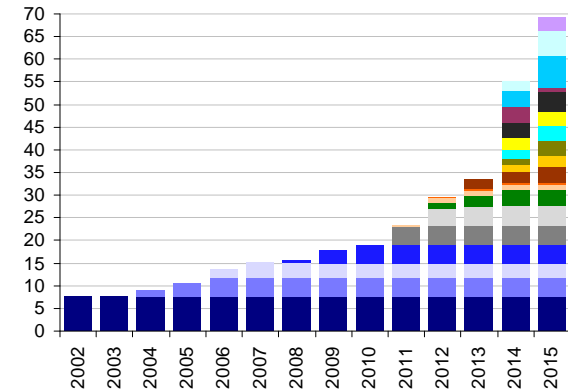
Infrastructure markets expected to remain robust

Resources (Australian Mining Capex – A\$bn)



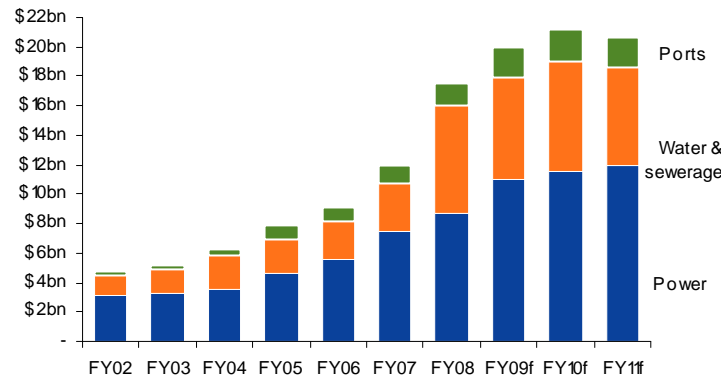
Source: Deutsche Bank Research

Energy (Australasian LNG/CSG Production – mtpa)



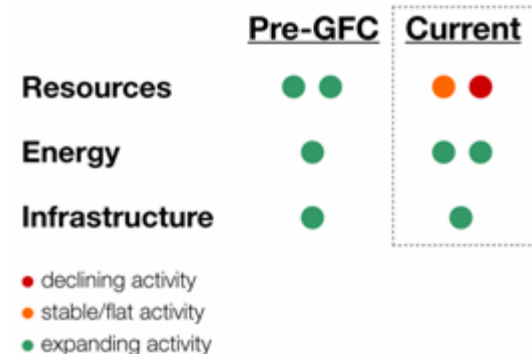
Source: UBS Research

Infrastructure (Australian Infrastructure Spend – A\$bn)



Source: Deutsche Bank Research

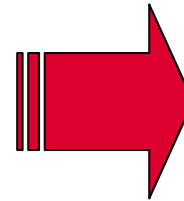
Market Conditions (Monadelphous end markets)



Our Strategy & 2009 Progress

Markets & Growth

- To maximise growth & returns from our core markets of resources & energy
- To build a new business in infrastructure markets

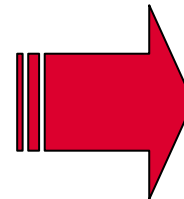


2009 Progress

- Maintained strong position in core markets
- Continued growth in recurring revenue base
- Strong growth in multi-disciplinary services
- Continued market expansion
 - energy and infrastructure
- Strategic investment in Norfolk Group

People

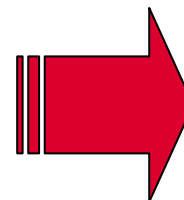
- To attract, develop & retain the right people who are highly competent, live our values & actively contribute to the long-term, overall success of Monadelphous



- Continued HSE leadership position
- ‘Right sizing’ the workforce
- More experienced and skilled workforce
- Staff retention remained high
- Developed & consolidated our people performance & talent management programs

Productivity

- To continuously improve our service delivery & support process to realise cost efficiency & margin improvement



- Continued business services function roll-out
- Streamlining management processes & systems
- Reducing operating and fixed costs
- Improving operating efficiencies
- EC/MiE consolidation

Outlook

- Entered FY10 with a healthy forward workload
- Current business activity and tendering levels encouraging
- Energy and infrastructure markets are expected to insulate us from softness in traditional resources markets
- Key customers remain confident in longer term resources, energy and infrastructure demand – bulk commodities particularly encouraging
- Continue to build our resilience, remain close to our customers and manage for efficiency
- Well positioned for consolidation/acquisition opportunities



2009 Annual Results Presentation

18 August 2009

Safety & Wellbeing

Integrity

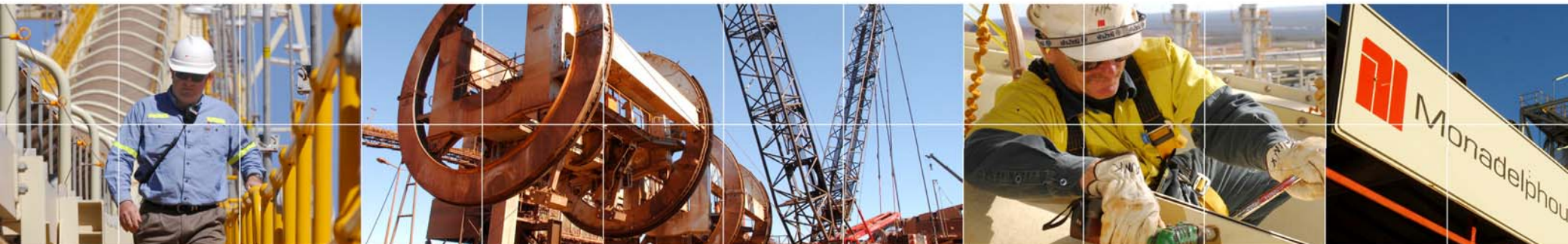
Achievement

Teamwork

Loyalty

Supplementary disclosures

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Appendix 1: Profit & Loss

5 YEAR SUMMARY	FY09 \$m	Chg on pcp	FY08 \$m	FY07 \$m	FY06 \$m	FY05 \$m
Sales revenue	1,122.5	18%	954.0	963.7	532.0	390.6
Other revenue	2.0	(72%)	7.4	1.6	1.5	1.6
Total revenue	1,124.6	17%	961.4	965.3	533.5	392.1
Operating expenses	(1,008.4)	18%	(856.9)	(871.2)	(484.5)	(363.2)
EBITDA	116.1	11%	104.5	94.0	49.0	29.0
Depreciation & amortisation	(15.1)	19%	(12.7)	(10.4)	(7.5)	(5.2)
EBIT	101.0	10%	91.8	83.6	41.4	23.8
Net interest income/(expense)	3.1	0%	3.1	3.2	0.7	0.1
Income Tax Expense	(29.9)	4%	(28.7)	(26.4)	(12.8)	(7.2)
NPAT (normalised)	74.2	12%	66.2	60.4	29.4	16.7
Non-recurring items	0.0	0%	3.4	0.0	0.0	0.0
NPAT (reported)	74.2	7%	69.6	60.4	29.4	16.7
EPS	87.5	11%	79.1*	73.6	36.5	21.1
DPS	74.0	3%	72.0	66.0	33.0	19.3
EBITDA margin	10.3%		11.0%*	9.8%	9.2%	7.4%
NPAT margin	6.6%		6.9%*	6.3%	5.5%	4.3%

Note: figures subject to rounding

*underlying figures

Appendix 2: Balance Sheet

5 YEAR SUMMARY	FY09 \$m	Chg on pcp	FY08 \$m	FY07 \$m	FY06 \$m	FY05 \$m
Cash and equivalents	152.2	20%	126.4	101.4	61.7	22.2
Receivables	110.6	(46%)	204.9	96.0	81.6	51.3
Inventories	15.4	134%	6.6	13.1	16.4	4.8
Available-for-sale financial assets	9.0		0.0	0.0	0.0	0.0
Property, plant and equipment	70.1	13%	61.9	62.2	47.5	31.9
Deferred tax asset	13.5	43%	9.4	11.4	6.6	4.6
Goodwill	2.6	0%	2.6	2.6	2.3	2.3
Other	0.0		0.2	0.1	0.0	0.5
Total assets	373.2	(9%)	411.9	286.7	216.2	117.6
Payables	170.3	(29%)	240.4	115.9	95.4	35.4
Borrowings	24.9	0%	24.9	27.5	26.4	17.5
Provisions	48.2	47%	32.7	37.8	23.6	14.4
Income tax payable	6.6	(43%)	11.6	15.0	8.7	3.5
Other	0.6	29%	0.5	0.1	0.0	0.6
Total liabilities	250.7	(19%)	310.1	196.2	154.1	71.4
Shareholders' equity	122.6	20%	101.8	90.5	62.1	46.2
Net cash position	127.3	25%	101.6	73.9	35.3	4.7
Shares on issue (EFPOWA)	84.9	2%	83.6	82.1	80.6	78.8
Return on equity (avg)	66.2%	(4%)	68.9%	79.2%	54.3%	39.0%

Note: figures subject to rounding

Appendix 3: Cash Flow

5 YEAR SUMMARY	FY09 \$m	Chg on pcp	FY08 \$m	FY07 \$m	FY06 \$m	FY05 \$m
Receipts from customers	1,274.6	21%	1,049.2	1,025.9	535.5	384.4
Payments to suppliers/employees	(1,127.1)	21%	(928.5)	(907.4)	(459.5)	(354.3)
Income Tax Paid	(37.3)	18%	(31.5)	(26.0)	(10.3)	(6.4)
Net interest received/(paid)	3.0	2%	3.0	3.1	0.8	0.1
Other income	0.5	56%	0.3	0.8	0.4	0.2
Operating cash flow	113.8	23%	92.5	96.3	66.8	24.0
Disposal/(purchase) of PPE	(8.3)		3.3	(8.1)	(5.9)	(1.1)
Other	(3.9)		0.0	(2.9)	(0.5)	(0.3)
Investing cash flow	(12.2)		3.3	(11.1)	(6.4)	(1.4)
Issue proceeds from/(buy-back of) shares	0.3	(90%)	2.7	2.2	0.8	0.5
Dividends Paid	(62.0)	2%	(61.0)	(37.8)	(14.5)	(11.8)
Drawdown/(repayment) of borrowings	(0.2)		0.6	0.4	(0.1)	(0.1)
Payment of Finance Leases	(13.2)	8%	(12.1)	(9.9)	(7.1)	(4.8)
Financing cash flow	(75.1)	7%	(69.9)	(45.2)	(21.0)	(16.2)
Net Incr/(Decr) in Cash	26.6	3%	25.8	40.1	39.5	6.4
Net FX difference	(0.8)	2%	(0.8)	(0.4)	(0.1)	0.0
Cash & equivalents (beginning of period)	126.4	25%	101.4	61.7	22.2	15.9
Cash & equivalents (end of period)	152.2	20%	126.4	101.4	61.7	22.2
Cash flow conversion rate	127%		116%	127%	156%	105%

Note: figures subject to rounding

Appendix 4: Key EC Contracts

Customer	Project Name	State	Location	Commodity	Description
BBI (DBCT) Management	Dalrymple Bay Coal Terminal – R8 and S8 Conveyors	QLD	Mackay	Coal	Structural, mechanical and electrical work for new stockpile conveyors (with MiE)
BHP Billiton	RGP 4 – Newman Hub	WA	Newman	Iron Ore	Structural, mechanical and piping works associated with the new stockpiling and processing facility
BHP Billiton	RGP 6 – Nelson Point Pre-works	WA	Nelson Point	Iron Ore	Structural and mechanical pre-works
Boddington Gold Mine Management Company	Boddington Gold Mine Expansion	WA	Boddington	Gold	Structural, mechanical and piping work for the dry processing area
Boyne Smelters Ltd (Rio Tinto Aluminium)	Boyne Smelters Development Project – Automated Alumina Delivery System	QLD	Gladstone	Alumina	Installation of a new Automated Alumina Delivery System and associated infrastructure
Bundaberg Regional Council	Bargara Waste Water Treatment Plant Upgrade	QLD	Bundaberg	Water	Civil, mechanical, piping, electrical and commissioning works (with MiE)
Eni	Blacktip Development Project – Onshore Gas Plant Construction	NT	Wadeye	Oil & Gas	Supply, fabrication, construction and pre-commissioning of the on-shore facility (with MiE)
Moreton Bay Regional Council	Burpengary East Sewerage Treatment Plant Upgrade	QLD	Brisbane	Water	Civil, mechanical and electrical works as part of the plant upgrade
OZ Minerals	Prominent Hill Gold Mine	SA	Prominent Hill	Gold	Structural, mechanical and piping works
Ports Corporation of Queensland	Abbot Point Coal Terminal X50 Expansion	QLD	Bowen	Coal	Structural, mechanical and electrical works for the extension of existing inloading and outloading conveyors, and new stockyard conveyors (with MiE)
Port Macquarie – Hastings Council	Lake Cathie / Bonny Hills Sewerage Treatment Plant	NSW	Port Macquarie	Water	Lake Cathie / Bonny Hills Sewerage Treatment Plant Augmentation including the design and construction of a Recycled Water Membrane Filtration Plant

Appendix 4: Key EC Contracts Cont'd

Customer	Project Name	State	Location	Commodity	Description
Rio Tinto	Cape Lambert Capacity Enhancement Project	WA	Cape Lambert	Iron Ore	Structural, mechanical and piping works
Rio Tinto	Cape Lambert Mesa A Dust Suppression Works	WA	Cape Lambert	Iron Ore	Dust suppression works associated with the Mesa A mine expansion
Rio Tinto	Cape Lambert Upgrade 80 mtpa	WA	Cape Lambert	Iron Ore	Structural, mechanical and piping works
Rio Tinto	Clermont Mine – Coal Handling and Preparation Plant Project	QLD	Clermont	Coal	Civil, structural, mechanical and electrical works for the construction of the new CHPP and associated ancillary works (with MiE)
Rio Tinto	Mesa A Project*	WA	Cape Lambert	Iron Ore	Structural, mechanical and piping works
Woodside	Pluto Offshore HUC*	WA	Dampier	Oil & Gas	Hook-up and commissioning of the offshore riser platform topside decks including structural, mechanical, piping, electrical and instrumentation works
Woodside	Pluto Offsite Utilities & AGRU	WA	Dampier	Oil & Gas	Structural, mechanical and piping works for the installation, erection and pre-commissioning of the plant Offsite Utilities and Acid Gas Removal Unit (AGRU)
Worsley Alumina	Worsley Alumina Efficiency and Growth Expansion Project	WA	Collie	Alumina	Structural, mechanical, piping, electrical and instrumentation works (with MiE)

*Project awarded subsequent to 30-Jun-09

Appendix 5: Key MiE Contracts

Customer	Project Name	State	Location	Commodity	Description
BBI (DBCT) Management	Dalrymple Bay Coal Terminal – R8 and S8 Conveyors	QLD	Mackay	Coal	Structural, mechanical and electrical work for new stockpile conveyors (with EC)
Boddington Gold Mine Management Company	Boddington Gold Mine Expansion	WA	Boddington	Gold	Electrical and instrumentation services for the construction of the dry processing area
Bundaberg Regional Council	Bargara Waste Water Treatment Plant Upgrade	QLD	Bundaberg	Water	Civil, mechanical, piping, electrical and commissioning works (with EC)
Eni	Blacktip Development Project – Onshore Gas Plant Construction	NT	Wadeye	Oil & Gas	Supply, fabrication, construction and pre-commissioning of the on-shore facility (with EC)
Linc Energy	Chinchilla Coal to Liquids Demonstration Plant	QLD	Chinchilla	Oil & Gas	Electrical and instrumentation installation for the construction of the Coal to Liquids Demonstration Plant
Origin Energy	Talinga Gas Plant Project	QLD	Chinchilla	Oil & Gas	Structural, mechanical, piping, electrical and instrumentation installation works (with M&IS)
Origin Energy	Talooka Gas Plant Project	QLD	Roma	Oil & Gas	Electrical and instrumentation installation of a new natural gas compression plant
Ports Corporation of Queensland	Abbot Point Coal Terminal HV Infrastructure Upgrade	QLD	Bowen	Coal	Supply of new substations, power and distribution transformers, switchboards and motor control centres
Ports Corporation of Queensland	Abbot Point Coal Terminal X50 Expansion	QLD	Bowen	Coal	Structural, mechanical and electrical works for the extension of existing inloading and outloading conveyors, and new stockyard conveyors (with EC)
Rio Tinto	Clermont Mine – Coal Handling and Preparation Plant Project	QLD	Clermont	Coal	Civil, structural, mechanical and electrical works for the construction of the new CHPP and associated ancillary works (with EC)
Vale	Carborough Downs Mine – CHPP Upgrade	QLD	Mackay	Coal	Electrical and instrumentation installation works
Worsley Alumina	Worsley Alumina Efficiency and Growth Expansion Project	WA	Collie	Alumina	Structural, mechanical, piping, electrical and instrumentation works (with EC)

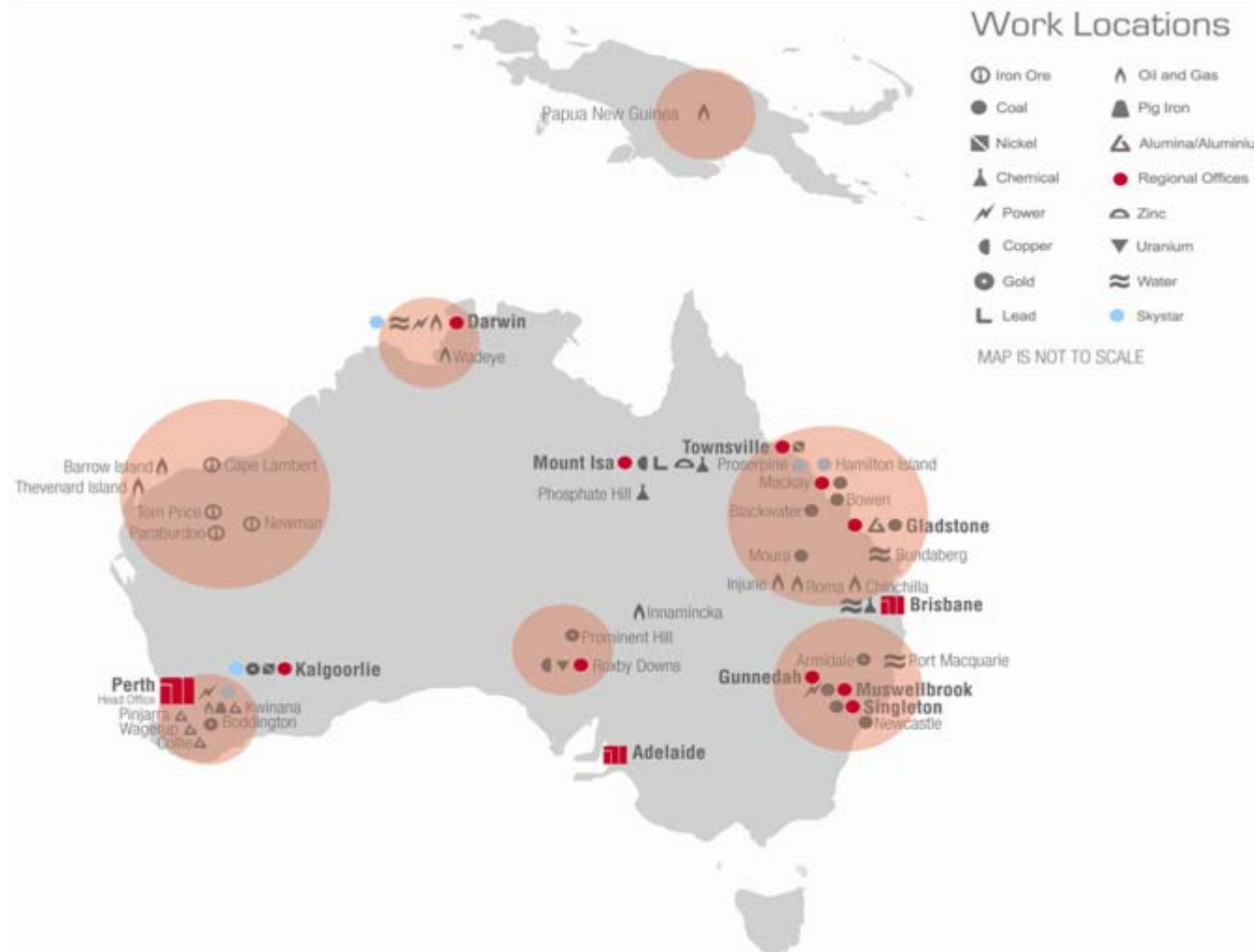
Appendix 6: Key M&IS Contracts

Customer	Project Name	State	Location	Commodity	Description
Anglo Coal	Coal Handling Preparation Plant Maintenance	QLD	Moura	Coal	Multi disciplined maintenance, sustaining capital works and shutdown services
BHP Billiton	Nickel West Operations – Major Shutdowns	WA	Kalgoorlie Kwinana Leinster Mt Keith	Nickel	Major shutdown services
BHP Billiton	Olympic Dam Maintenance Services	SA	Roxby Downs	Copper and Uranium	Maintenance services
BHP Billiton Mitsubishi Alliance (BMA)	Blackwater Mine – Dragline Shutdowns	QLD	Blackwater	Coal	Major shutdown of two Bucyrus BE1370 draglines
BHP Billiton Mitsubishi Alliance (BMA)	Peak Downs Mine – Radial Coal Stacker Replacement	QLD	Peak Downs	Coal	Fabrication and installation of a replacement radial coal stacker
Boyne Smelters Ltd (Rio Tinto Aluminium)	Mechanical Trades Services	QLD	Gladstone	Aluminium	Mechanical maintenance and project works
BP Kwinana Refinery	Turnarounds and Capital Projects	WA	Kwinana	Oil & gas	On site services
ConocoPhillips	Darwin LNG Maintenance Services Contract	NT	Darwin	Oil & gas	Multi disciplined maintenance, projects and shutdown services
Geodynamics	Geothermal Power Station Installation	SA	Innamincka	Power	Multi disciplined project works for the installation of a 1MW geothermal power station
Incitec Pivot	Shutdown Alliance Contract	QLD	Various	Chemical	Planning, management and execution of shutdowns at the Gibson Island, Phosphate Hill and Mt Isa plants
Oil Search Limited	Field Facilities Construction Services	PNG	Papua New Guinea	Oil & gas	Multi disciplined maintenance and construction services

Appendix 6: Key M&IS Contracts Cont'd

Customer	Project Name	State	Location	Commodity	Description
Origin Energy	Talinga Gas Plant Project	QLD	Chinchilla	Oil & Gas	Structural, mechanical, piping, electrical and instrumentation installation works (with MiE)
Power & Water	Local infrastructure maintenance, capital works and shutdown services	NT	Darwin	Power, Water, Oil & gas	Structural, mechanical, piping, electrical & instrumentation projects and shutdown services
Queensland Alumina Limited (QAL)	Fineseeds Upgrade Project	QLD	Gladstone	Alumina	Multi disciplined project works
Queensland Alumina Limited (QAL)	Maintenance and Minor Capital Projects	QLD	Gladstone	Alumina	Structural, mechanical and piping projects
Rio Tinto	Cape Lambert Operations – Structural Integrity Project	WA	Cape Lambert	Iron Ore	Structural repair work
Rio Tinto	Paraburdoo – Structural Integrity and Minor Projects	WA	Paraburdoo	Iron Ore	Structural repair and minor project work
Rio Tinto	Tom Price Operations – Structural Integrity Project	WA	Tom Price	Iron Ore	Structural repair work
Rio Tinto Coal and Allied	Hunter Valley Maintenance and Shutdown Services	NSW	Singleton	Coal	Maintenance support, dragline and shovel shutdown services
Sandvik	Port Waratah Coal Services – Reclaimer Projects	NSW	Newcastle	Coal	Erection of 3 bucket wheel reclaimers and deconstruction of 2 stackers and 2 reclaimers
W.A. Oil (Chevron)	Barrow and Thevenard Islands General Maintenance Contract and Barrow Island Waterflood Network	WA	Barrow and Thevenard Islands	Oil & gas	General maintenance services and water flood projects
Worsley Alumina	Minor Works	WA	Collie	Alumina	Capital project services
Xstrata Lead/Zinc/Copper	Maintenance Projects	QLD	Mount Isa	Copper/Lead/Zinc	Structural, mechanical and piping projects and shutdown services

Appendix 7: Opportunity Heat Map



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2009 Annual Results Presentation

18 August 2009

Safety & Wellbeing

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