



## Contents

- Kusile Power Projects Update
- Operational Overview
- Financial Overview
- Industry Related Matters
- Strategic Objectives

Russell Crawford  
CEO

---

Yolanda du Plessis  
CFO

---

Russell Crawford  
CEO



## Eskom – Kusile Building Project SSBR JV Package-16 update

**Construction**

- The JV was granted access and have mobilised the HVAC subcontractor to complete commissioning of Unit 6, with planned completion being December 2023.
- This activity is being paid on a cost reimbursable basis.
- Closing out of all contract documentation is expected to be completed by February 2024.





## Eskom – Kusile Building Project SSBR JV Package-16 update



Construction



Measurement

- Contract price adjustment and unresolved variations are the only items remaining to be concluded in the final measure.
- The unresolved variations have now been included in Claim 5.
- We are currently reconciling and checking the contract price adjustment calculations, which was paid over the duration of the contract.
- The final account is expected to be agreed and signed off by the end of December 2023.
- It is anticipated that the outcome of the measurement process will largely be in line with amounts previously received.

5

5

## Eskom – Kusile Building Project SSBR JV Package-16 update



Construction



Measurement



Claim 5 – Update

- All Contractor claims, giving rise to entitlement for extension of time plus costs, which occurred before 31 December 2019, are considered to be "Claim 5".
- SSBR and Eskom continue to participate in the claims resolution process, which involves independent Experts, in support of the Dispute Adjudication Board (DAB) to evaluate the causes of delays and the quantification thereof.

6

6

# Eskom – Kusile Building Project SSBR JV Package-16 update



Construction



Measurement



Claim 5 – Update

- On 11 September 2023 SSBR submitted its revised Claim 5 to the DAB, Experts and Eskom, consisting of:

Contractor's site wide and sectional claim	R1.344 billion
Damages and finance cost claim	R0.270 billion
Interest	To be calculated
<b>Total claim value at September 2023</b>	<b>R1.614 billion</b>

- The claim is based on the delay analysis as calculated by SSBR's Delay Expert and will be adjusted once the delay analysis is complete and agreed.
- Interest is not included in the current claim and will only be calculated once the Contractor's entitlement has been quantified.

7

# Eskom – Kusile Building Project SSBR JV Package-16 update



Construction



Measurement



Claim 5 – Update



Claim 5 – Delay

- The contract comprises 77 sections and both Parties' Independent Delay Experts have completed all analyses and submitted their final differences to the DAB for a decision on the delay entitlements.

Phase 1: Access delays	Agreed total delays: <b>45 088 days</b> This phase is now complete.	Current agreements give rise to a four-year extension of time <b>= 192 years delay</b>
Phase 2: Construction delays	Agreed total delays: <b>25 136 days</b> This phase is now complete.	
Phase 3: Commissioning delays	The experts are in the process of agreeing Phase 3 with the DAB, which we hope will be concluded by end of December 2023.	

- The original contract duration was six years with a completion date of November 2016, and a total planned construction duration of 18 996 days, for the 77 sections.
- Following the conclusion of phase 3, a final delay expert report will be drafted by the experts, and issued by the DAB as an interim decision.

8



## Eskom – Kusile Building Project SSBR JV Package-16 update



Construction



Measurement



Claim 5 – Update



Claim 5 – Delay



Claim 5 – Quantum

- The Quantum Experts and DAB are continuing to meet on various matters related to quantum principles.
- The frequency and duration of the meetings have increased, now that the matters in dispute have mostly been defined.
- We are confident that the Quantum Experts, with the guidance of the DAB, can arrive at a final financial outcome during the first quarter of the new financial year.
- This final outcome will then be published by the DAB as a ruling, in terms of the contract.
- On conclusion of the process, in terms of the contract, either party may issue a notice of dissatisfaction with the ruling and refer the dispute to arbitration.
- However, such ruling will remain enforceable unless overturned in arbitration.

9

9

## Eskom – Kusile Building Project SSBR JV Package-16 update



Construction



Measurement



Claim 5 – Update



Claim 5 – Delay



Claim 5 – Quantum



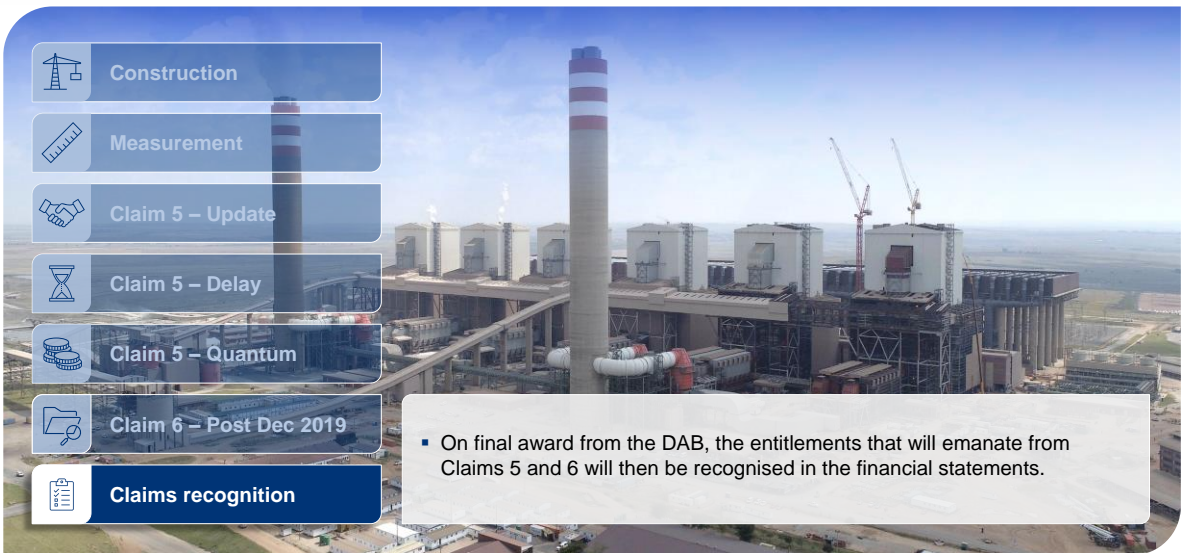
Claim 6 – Post Dec 2019

- All Contractor claims, giving rise to entitlement for extension of time plus costs, which occurred after December 2019, are considered to be "Claim 6".
- There is an element of overlap between certain Claim 5 events, the effects of which have an impact on the critical path with respect to Claim 6's period.
- Therefore Claim 6 will be dealt with once the Claim 5 entitlement has been resolved.
- The same quantum principles relating to Claim 5 will be applied to Claim 6.

10

10

# Eskom – Kusile Building Project SSBR JV Package-16 update



11

11

# Eskom – Kusile Power Station SS-Izazi JV Package-28 timeline



12

12





Key indicators (continuing operations)

Contract revenue

R3 335m

Aug 2022: R2 871 m

Operating profit

R69m

Aug 2022: R54m

Health and safety

LTIFR 0,08

RCR 0,37

Current order book

R6.5 bn

Aug 2022: R6.3bn

Cash on hand

R687m

Feb 2023: R561m

B-BBEE

Level 1

70.49% Black Economic Interest score

14

7

# Current assets / liabilities - R'000

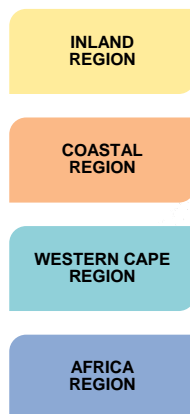
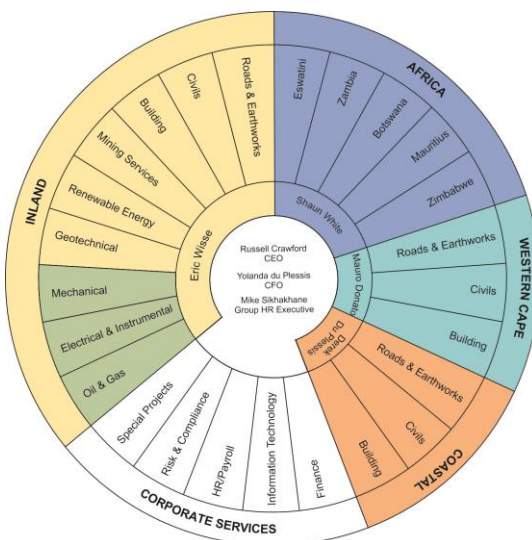


	Feb 2019	Feb 2020	Feb 2021	Feb 2022	Feb 2023	Aug 2023
Current assets	3 996 410	4 038 663	3 148 139	2 912 826	3 174 774	3 266 404
Current liabilities*	(4 297 142)	(5 036 984)	(4 505 859)	(4 375 114)	(4 315 855)	(4 348 961)
Net current liabilities	(300 732)	(998 321)	(1 357 720)	(1 462 288)	(1 141 081)	(1 082 557)
Excluding funding loan	-	707 156	1 205 390	1 160 581	1 160 581	1 109 988
<b>Net current liabilities excluding funding loan</b>	<b>(300 732)</b>	<b>(291 165)</b>	<b>(152 330)</b>	<b>(301 707)</b>	<b>19 500</b>	<b>27 431</b>
<i>* Includes funding loan</i>						
Contract revenue	9 875 023	7 227 036	4 691 759	5 968 484	5 979 555	3 335 007
<b>Total contract revenue Feb 2019 – Aug 2023</b>						<b>37 076 864</b>

15

15

# Organisational structure



16

16



## Regional Performance



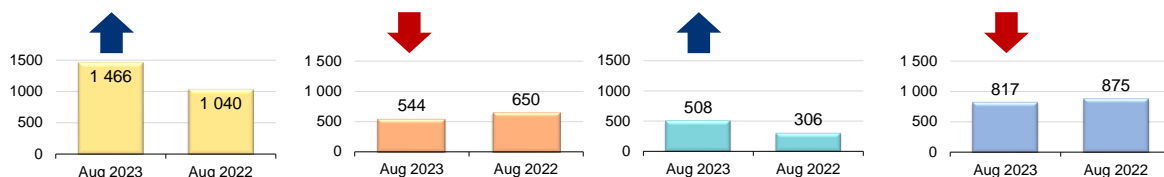
### INLAND REGION

### COASTAL REGION

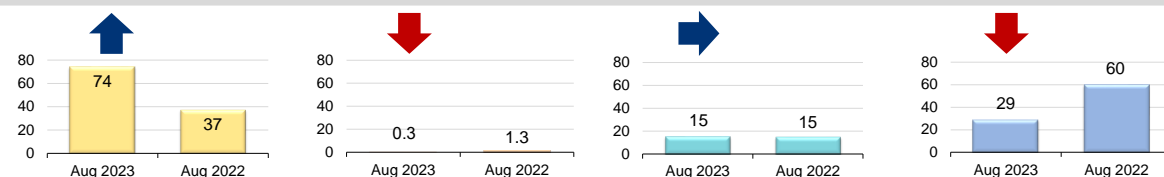
### WESTERN CAPE REGION

### AFRICA REGION

#### Contract revenue - R million



#### Operating profit - R million



17

17

## Order Book and Opportunities



### INLAND REGION

### COASTAL REGION

### WESTERN CAPE REGION

### AFRICA REGION

### GROUP

#### Current order book

R2.7 billion



R2.0 billion



R911 million



R892 million



R6.5 billion



#### Short-term potential awards

±R1.8 billion

±R818 million

±R2.0 billion

±R1.8 billion

±R6.4 billion

#### Identified prospects

±R14 billion

±R13 billion

±R22 billion

±R31 billion

±R80 billion

18

18

# Operating Segments: FY2024 - continuing ops



As at 31 August 2023

R'000s	Inland Region	Coastal Region	Western Cape Region	Africa Region	Head Office	Group
Contract revenue	1 466 291	543 872	507 653	817 191	-	3 335 007
Operating profit/ (loss)	73 597	268	15 280	28 777	(49 171)	68 751
Operating margin %	5.0%	-	3.0%	3.5%	-	2.1%

19

19



Cape Flats Managed Aquifer Recharge Project, Strandfontein, Western Cape

20

20

## Going Concern



**The directors consider it appropriate that the group's results for the period be prepared on the going-concern basis, taking the following into consideration:**

The current order book

Imminent project awards

Continuing operations executing the group's order book profitably

The availability of short, medium and long-term projects

Reaching a favourable outcome on contractual claims and compensation events on the Kusile power project

Continued support from the Lenders and a successful completion of current negotiations with the Lenders relating to the extension of the loan and capital repayments to June 2025

Successfully implementing the Restructuring Plan

The funding provided by the Lenders has assisted in relieving the group's liquidity pressures even though total liabilities continue to exceed total assets at 31 August 2023, representing technical insolvency. The group believes it remains commercially solvent based on the cashflow projections included in the Restructuring Plan and the continued support provided by the Lenders.

However, the matters as noted above, including uncertainties surrounding the contingent liabilities as stated in note 26 of the group's Consolidated Annual Financial Statements for the year ended 28 February 2023, continue to indicate that a material uncertainty exists that may cast doubt on the group's ability to continue as a going concern, and as a consequence could impact on the group's ability to realise its assets and discharge its liabilities in the ordinary course of business.

21

21

## Restructuring Plan



**Negotiations with the Lenders to extend the capital repayment profile of the loan and duration to June 2025**

**Capital repayments of R51 million and R43 million made to date, reducing the loan to R1 066 million**

**Interest on the loan is serviced on a monthly basis**

**Continued guarantee support from the Lenders for projects undertaken by the group**

22

22



## Statement of Profit or Loss



R'000	Unaudited 31 Aug 2023	Unaudited 31 Aug 2022
<b>Continuing operations</b>		
Contract Revenue	3 335 007	2 870 570
EBITDA	97 105	73 926
EBITDA %	2.9%	2.6%
Depreciation	(27 917)	(19 897)
Fair value adjustments	(437)	-
<b>Operating profit before investment income</b>	<b>68 751</b>	<b>54 029</b>
Operating margin %	2.1%	1.9%
Investment income	17 068	4 895
Equity accounted investees	(328)	(1 246)
<b>Operating profit before finance costs</b>	<b>85 491</b>	<b>57 678</b>
Finance costs	(78 660)	(59 979)
<b>Profit / (Loss) before tax</b>	<b>6 831</b>	<b>(2 301)</b>
Taxation	(12 553)	(31 202)
<b>Loss for the period</b>	<b>(5 722)</b>	<b>(33 503)</b>
Profit after tax for the period from discontinued operations	3 701	42 752
<b>(Loss) / Profit for the period total operations</b>	<b>(2 021)</b>	<b>9 249</b>
<b>(Loss) / Profit attributable to ordinary shareholders</b>	<b>(2 021)</b>	<b>9 249</b>
<b>Headline loss attributable to ordinary shareholders</b>	<b>(37 482)</b>	<b>(41 850)</b>
Weighted average shares in issue	167 243 684	167 243 684
Diluted weighted average shares in issue	167 243 684	167 243 684
EPS - Continuing operations (cents)	(3.42)	(20.03)
- Total operations (cents)	(1.21)	5.53
HEPS - Continuing operations (cents)	(7.65)	(25.33)
- Total operations (cents)	(22.41)	(25.02)

23

23

## Statement of Financial Position



R'000	Unaudited 31 Aug 2023	Audited 28 Feb 2023
<b>ASSETS</b>		
<b>Non-current assets</b>	<b>1 012 832</b>	<b>1 038 097</b>
Property, plant and equipment	456 204	458 313
Equity-accounted investees	34 029	32 107
Goodwill	272 376	272 376
Trade and other receivables	35 106	58 269
Deferred tax assets	215 117	217 032
<b>Current assets</b>	<b>3 266 404</b>	<b>3 174 774</b>
Other current assets	2 479 046	2 511 589
Taxation	91 536	84 785
Bank balances	695 822	578 400
Non-current assets held for sale and disposal groups	1 107 079	937 558
<b>TOTAL ASSETS</b>	<b>5 386 315</b>	<b>5 150 429</b>
<b>EQUITY AND LIABILITIES</b>		
<b>Capital and reserves</b>	<b>(55 225)</b>	<b>(66 364)</b>
Share capital and premium	1 007 718	1 007 718
Other reserves	148 283	135 123
Accumulated loss	(1 211 226)	(1 209 205)
<b>Non-current liabilities</b>	<b>272 234</b>	<b>281 920</b>
Financial liabilities	125 114	131 451
Excess billings over work done	147 120	130 469
<b>Current liabilities</b>	<b>4 348 961</b>	<b>4 315 855</b>
Other current liabilities*	2 544 085	2 478 772
Excess billings over work done	969 032	1 081 639
Provisions	747 168	648 883
Taxation	79 821	88 723
Bank balances	8 855	17 838
Liabilities directly associated with disposal groups**	820 345	639 018
<b>TOTAL EQUITY AND LIABILITIES</b>	<b>5 386 315</b>	<b>5 150 429</b>
* Including interest-bearing liabilities of	1 167 868	1 204 309
** Including interest-bearing liabilities of	43 620	23 924

24

24

## Statement of Financial Position



R'000	Unaudited 31 Aug 2023	Audited 28 Feb 2023
<b>ASSETS</b>		
<b>Non-current assets</b>	<b>1 012 832</b>	<b>1 038 097</b>
Property, plant and equipment	456 204	458 313
Equity-accounted investees	34 029	32 107
Goodwill	272 376	272 376
Trade and other receivables	35 106	58 269
Deferred tax assets	215 117	217 032
<b>Current assets</b>	<b>3 266 404</b>	<b>3 174 774</b>
Other current assets	2 479 046	2 511 589
Taxation	91 536	84 785
Bank balances	695 822	578 400
Non-current assets held for sale and disposal groups	1 107 079	937 558
<b>TOTAL ASSETS</b>	<b>5 386 315</b>	<b>5 150 429</b>

Other receivables	8 961	34 513
Long term trade receivables	26 145	23 756
Restricted cash	35 106	58 269

25

25

## Statement of Financial Position



R'000	Unaudited 31 Aug 2023	Audited 28 Feb 2023
<b>ASSETS</b>		
<b>Non-current assets</b>	<b>1 012 832</b>	<b>1 038 097</b>
Property, plant and equipment	456 204	458 313
Equity-accounted investees	34 029	32 107
Goodwill	272 376	272 376
Trade and other receivables	35 106	58 269
Deferred tax assets	215 117	217 032
<b>Current assets</b>	<b>3 266 404</b>	<b>3 174 774</b>
Other current assets	2 479 046	2 511 589
Taxation	91 536	84 785
Bank balances	695 822	578 400
Non-current assets held for sale and disposal groups	1 107 079	937 558
<b>TOTAL ASSETS</b>	<b>5 386 315</b>	<b>5 150 429</b>

Other current assets	48 397	51 077
Inventories	598 497	530 496
Contracts in progress	1 183 819	1 263 731
Trade receivables	648 333	666 285
Other receivables	2 479 046	2 511 589

- Contracts in progress increased by R68 million
- Decrease in debtors days from 77 to 65 days

26

26

## Statement of Financial Position



R'000	Unaudited 31 Aug 2023	Audited 28 Feb 2023
<b>ASSETS</b>		
<b>Non-current assets</b>	<b>1 012 832</b>	<b>1 038 097</b>
Property, plant and equipment	456 204	458 313
Equity-accounted investees	34 029	32 107
Goodwill	272 376	272 376
Trade and other receivables	35 106	58 269
Deferred tax assets	215 117	217 032
<b>Current assets</b>	<b>3 266 404</b>	<b>3 174 774</b>
Other current assets	2 479 046	2 511 589
Taxation	91 536	84 785
Bank balances	695 822	578 400
Non-current assets held for sale and disposal groups	1 107 079	937 558
<b>TOTAL ASSETS</b>	<b>5 386 315</b>	<b>5 150 429</b>

27

27

## Statement of Financial Position



R'000	Unaudited 31 Aug 2023	Audited 28 Feb 2023
<b>EQUITY AND LIABILITIES</b>		
<b>Capital and reserves</b>	<b>(55 225)</b>	<b>(66 364)</b>
Share capital and premium	1 007 718	1 007 718
Other reserves	148 283	135 123
Accumulated loss	(1 211 226)	(1 209 205)
<b>Non-current liabilities</b>	<b>272 234</b>	<b>261 920</b>
Financial liabilities	125 114	131 451
Excess billings over work done	147 120	130 469
<b>Current liabilities</b>	<b>4 348 961</b>	<b>4 315 855</b>
Other current liabilities*	2 544 085	2 478 772
Excess billings over work done	969 032	1 081 639
Provisions	747 168	648 883
Taxation	79 821	88 723
Bank balances	8 855	17 838
Liabilities directly associated with disposal groups**	820 345	639 018
<b>TOTAL EQUITY AND LIABILITIES</b>	<b>5 386 315</b>	<b>5 150 429</b>
* Including interest-bearing liabilities of	1 167 868	1 204 309
** Including interest-bearing liabilities of	43 620	23 924
Other current liabilities		
Financial liabilities	1 167 868	1 204 309
Trade and other payables	1 376 217	1 274 463
	2 544 085	2 478 772
Total financial liabilities		
Funding loan	1 109 988	1 160 581
Lease liabilities	64 759	54 519
VRP Settlement Agreement	88 036	95 210
City of Cape Town settlement	18 061	18 061
Other	12 138	7 389
	1 292 982	1 335 760

28

28



## Statement of Financial Position



R'000	Unaudited 31 Aug 2023	Audited 28 Feb 2023
<b>EQUITY AND LIABILITIES</b>		
<b>Capital and reserves</b>	(55 225)	(66 364)
Share capital and premium	1 007 718	1 007 718
Other reserves	148 283	135 123
Accumulated loss	(1 211 226)	(1 209 205)
<b>Non-current liabilities</b>	272 234	261 920
Financial liabilities	125 114	131 451
Excess billings over work done	147 120	130 469
<b>Current liabilities</b>	4 348 961	4 315 855
Other current liabilities*	2 544 085	2 478 772
Excess billings over work done	969 032	1 081 639
Provisions	747 168	648 883
Taxation	79 821	88 723
Bank balances	8 855	17 838
Liabilities directly associated with disposal groups**	820 345	639 018
<b>TOTAL EQUITY AND LIABILITIES</b>	5 386 315	5 150 429
* Including interest-bearing liabilities of	1 167 868	1 204 309
** Including interest-bearing liabilities of	43 620	23 924
Other current liabilities		
Financial liabilities	1 167 868	1 204 309
Trade and other payables	1 376 217	1 274 463
	2 544 085	2 478 772

- Trade and other payables increased to R1.4bn in line with the increase in trading activity

29

29

## Statement of Financial Position



R'000	Unaudited 31 Aug 2023	Audited 28 Feb 2023
<b>EQUITY AND LIABILITIES</b>		
<b>Capital and reserves</b>	(55 225)	(66 364)
Share capital and premium	1 007 718	1 007 718
Other reserves	148 283	135 123
Accumulated loss	(1 211 226)	(1 209 205)
<b>Non-current liabilities</b>	272 234	261 920
Financial liabilities	125 114	131 451
Excess billings over work done	147 120	130 469
<b>Current liabilities</b>	4 348 961	4 315 855
Other current liabilities*	2 544 085	2 478 772
Excess billings over work done	969 032	1 081 639
Provisions	747 168	648 883
Taxation	79 821	88 723
Bank balances	8 855	17 838
Liabilities directly associated with disposal groups**	820 345	639 018
<b>TOTAL EQUITY AND LIABILITIES</b>	5 386 315	5 150 429

- Trade and other payables increased to R1.4bn in line with the increase in trading activity
- Excess billings over work done reduced by R96m due to the unwinding of advanced payments received on certain contracts

30

30

## Statement of Financial Position



R'000	Unaudited 31 Aug 2023	Audited 28 Feb 2023
<b>EQUITY AND LIABILITIES</b>		
<b>Capital and reserves</b>	(55 225)	(66 364)
Share capital and premium	1 007 718	1 007 718
Other reserves	148 283	135 123
Accumulated loss	(1 211 226)	(1 209 205)
<b>Non-current liabilities</b>	272 234	261 920
Financial liabilities	125 114	131 451
Excess billings over work done	147 120	130 469
<b>Current liabilities</b>	4 348 961	4 315 855
Other current liabilities*	2 544 085	2 478 772
Excess billings over work done	969 032	1 081 639
Provisions	747 168	648 883
Taxation	79 821	88 723
Bank balances	8 855	17 838
Liabilities directly associated with disposal groups**	820 345	639 018
<b>TOTAL EQUITY AND LIABILITIES</b>	<b>5 386 315</b>	<b>5 150 429</b>

- Trade and other payables increased to R1.4bn in line with the increase in trading activity
- Excess billings over work done reduced by R96m due to the unwinding of advanced payments received on certain contracts
- Contracting provisions increased from R649m to R747m in line with increased trading activity

31

31

## Statement of Financial Position



R'000	Unaudited 31 Aug 2023	Audited 28 Feb 2023
<b>EQUITY AND LIABILITIES</b>		
<b>Capital and reserves</b>	(55 225)	(66 364)
Share capital and premium	1 007 718	1 007 718
Other reserves	148 283	135 123
Accumulated loss	(1 211 226)	(1 209 205)
<b>Non-current liabilities</b>	272 234	261 920
Financial liabilities	125 114	131 451
Excess billings over work done	147 120	130 469
<b>Current liabilities</b>	4 348 961	4 315 855
Other current liabilities*	2 544 085	2 478 772
Excess billings over work done	969 032	1 081 639
Provisions	747 168	648 883
Taxation	79 821	88 723
Bank balances	8 855	17 838
Liabilities directly associated with disposal groups**	820 345	639 018
<b>TOTAL EQUITY AND LIABILITIES</b>	<b>5 386 315</b>	<b>5 150 429</b>

- Trade and other payables increased to R1.4bn in line with the increase in trading activity
- Excess billings over work done reduced by R96m due to the unwinding of advanced payments received on certain contracts
- Contracting provisions increased from R649m to R747m in line with increased trading activity
- Liabilities associated with disposal groups amounts to R820m

32

32

Abridged statement of cash flows (total operations)



31 August 2023  
(Unaudited - Rm)

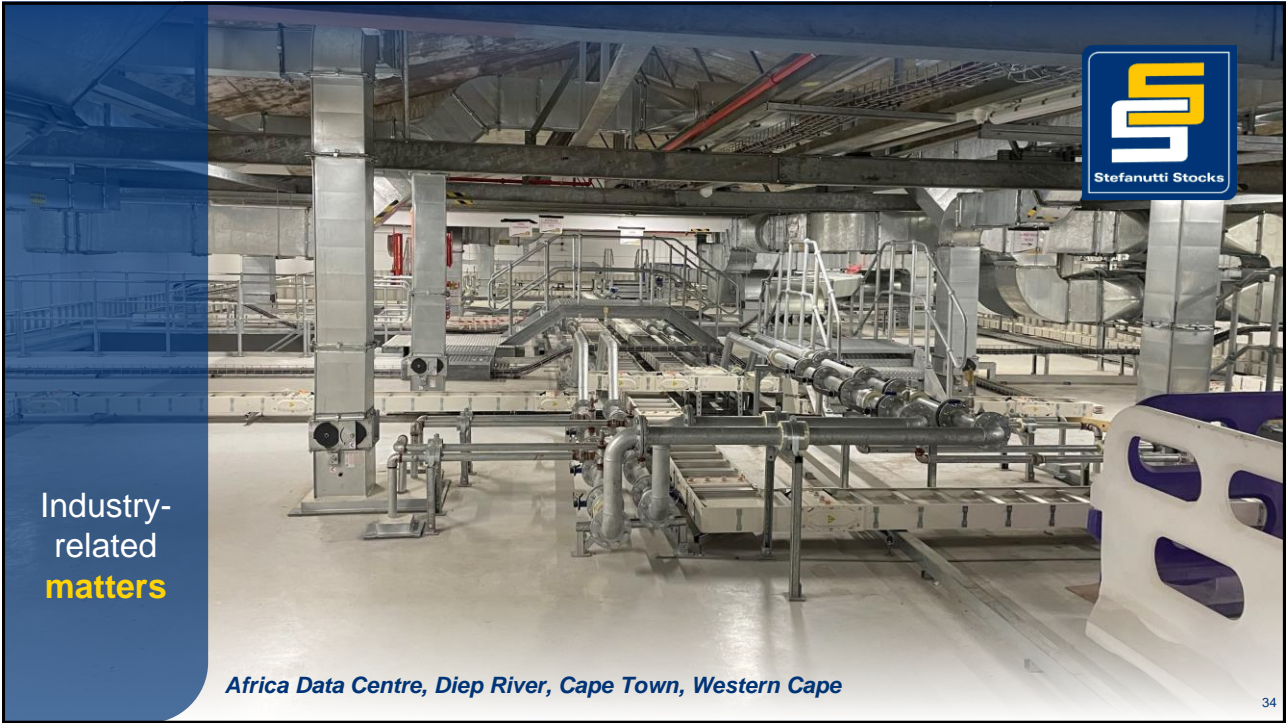
28 February 2023  
(Audited - Rm)

561	<b>Opening cash balance</b>	409
156	Opening cash balance – discontinued operations	25
170	Cash generated from operations	63
14	Working capital changes	450
-64	Net interest paid and dividend income	-120
-27	Taxation paid	-60
-13	Investing activities maintaining	-37
-	Investing activities expanding	-5
44	Other investing activities	75
-68	Financing activities	-113
-	Exchange rate effects	30
-86	Cash at the end of the period – discontinued operations	-156
687	<b>Closing cash balance</b>	561

No dividend has been declared

33

33



34

34



## Industry-related matters



### Informal business forums and communities



*Slope stabilisation, Mount Vernon, KwaZulu-Natal*

35

35

## Industry-related matters



### Informal business forums and communities

### Lack of Public Sector infrastructure spend



*Slope stabilisation, Mount Vernon, KwaZulu-Natal*

36

36





Informal business forums and communities

Lack of Public Sector infrastructure spend

Employment Equity Amendment Bill

*Slope stabilisation, Mount Vernon, KwaZulu-Natal*

37

37



Strategic  
Objectives

*Manzini golf course interchange, Manzini, Eswatini*

38

38

# Strategic Objectives



- 1
- 2
- 3
- 4



39

# Strategic Objectives



- 2
- 3
- 4

1

Successful completion of the Restructuring Plan



40





- 1
- 3
- 4

2

Kusile Power Project



- 1
- 2
- 4

3

Closing out of legacy arbitrations

## Strategic Objectives



4



Maintain and increase profitability

43

43



Questions  
& answers

ZimPlats SMC, Selous, Zimbabwe

44

44

## Disclaimer



This presentation may contain forward-looking statements, which include all statements other than statements of historical facts, which have not been reviewed or reported on by the group's auditors, and may reflect the current views or expectations of the group with respect to, among other things, future events, strategy, the economic outlook for the industry, the group's liquidity, capital resources, expenses and financial and operational performance.

Words, including but not limited to, "aim", "believe", "anticipate", "expect", "intend", "could", "would", "should", "estimates", "project", "plan", "may", "potential", "targets" or similar words and phrases or the negative thereof are used to identify such statements. Forward-looking statements, by their very nature, contain known and unknown risks, uncertainties, assumptions and other important factors, because they relate to events and depend on circumstances that may occur in the future, whether or not outside the control of the company.

Such factors may cause the company's actual results, performance or achievements to be materially different from future results, performance, developments or achievements expressed or implied by such forward-looking statements. Such forward-looking statements are based on numerous assumptions regarding the company's present and future business strategies and the environment in which it will operate in the future.

No assurance can be given that forward-looking statements will prove to be correct. These forward-looking statements speak only as at the date of this presentation. In addition, no obligation is undertaken by the group to update or revise any forward-looking statements contained within this presentation to reflect any change in its expectations with regard thereto or any change in events, conditions or circumstances on which any of such statements are based, and investors are cautioned not to place any reliance thereon.