

RCR Tomlinson Limited  
Investor Presentation 2009  
Paul Dagleish, Chief Executive Officer



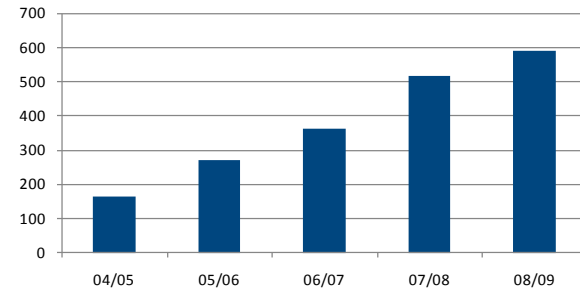
## Summary 2009FY

- Revenue growth for 2009FY of 14% from \$518M to \$589M
- Revenue increase driven by organic growth in RCR Mining and RCR Resources
- Profit down 22% to \$13.95M - impacted by project delays and underperforming contracts, one-off administration expenses, assisted by R&D credits
- Strong order book with \$245M of orders on hand at June 2009
- Continued contribution expected from R&D taxation benefit
- Gearing reduced to 21%, facilities extended to March 2011
- Current working capital position supports existing operations and orders with capacity to fund further growth
- New Chief Executive Officer, Paul Dagleish, commenced in May 2009

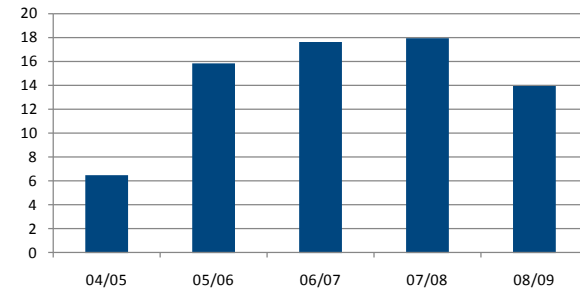
# Summary 2009FY

- **Sales Revenue**  
\$589.4 million up 14%
- **Net Profit After Tax**  
\$13.95 million down 22%
- **Total Assets**  
\$343.4 million
- **Dividends Paid**  
2.5 cents fully franked
- **Earnings Per Share**  
11.1 cents
- **Net Assets Per Share**  
86 cents
- **Gearing**  
21% down 12.5%

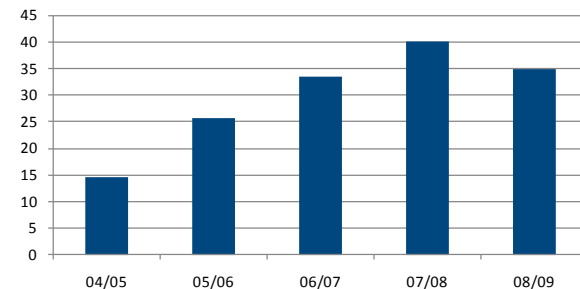
Sales Revenue - \$M



Net Profit After Tax - \$M



EBITDA - \$M



# Summary 2009FY

## Historical Financial Snapshot

	2009	2008	2007	2006	2005
Revenue (\$M)	589.4	518.5	364.1	273	163.6
Revenue Growth	13.7%	42%	34%	67%	67%
EBITDA (\$M)	34.8	40.0	33.4	25.7	14.5
EBITDA Margin	5.9%	7.7%	9.2%	9.4%	8.9%
EBIT (\$M)	17.8	25.0	24.4	19.7	10.1
EBIT Margin	3.0%	4.8%	6.7%	7.2%	6.2%
NPBT (\$M)	12.2	19.4	22.5	18	9.0
NPAT (\$M)	13.9	17.9	17.6	15.8	6.5
NPAT Margin	2.3%	3.5%	4.8%	5.8%	4.0%
EPS (cents dil) (\$M)	11.1	14.3	15.3	16.8	9.5
Dividend per share	2.5	5.0	5.0	4.0	2.5
Net Bank Debt - Gearing	19%	22%	4.0%	Nil	13%
Total Gearing	21%	24%	13%	9%	23%
Net Assets	185.7	176.5	140.8	82.2	44.9

## Share Price Performance

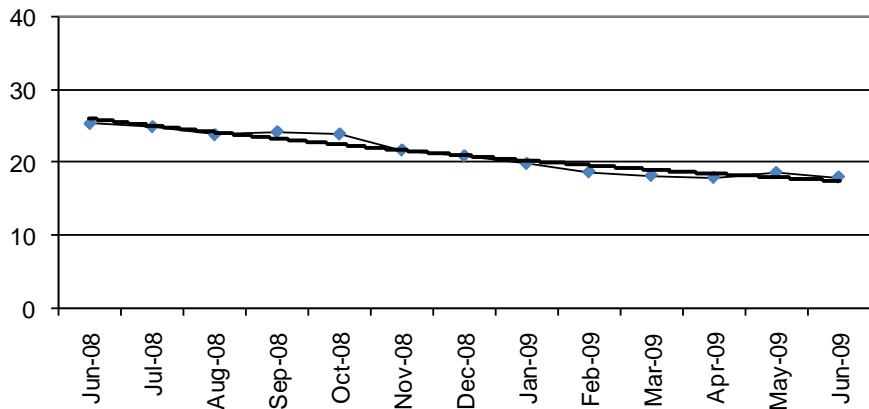


## Capital Structure Snapshot

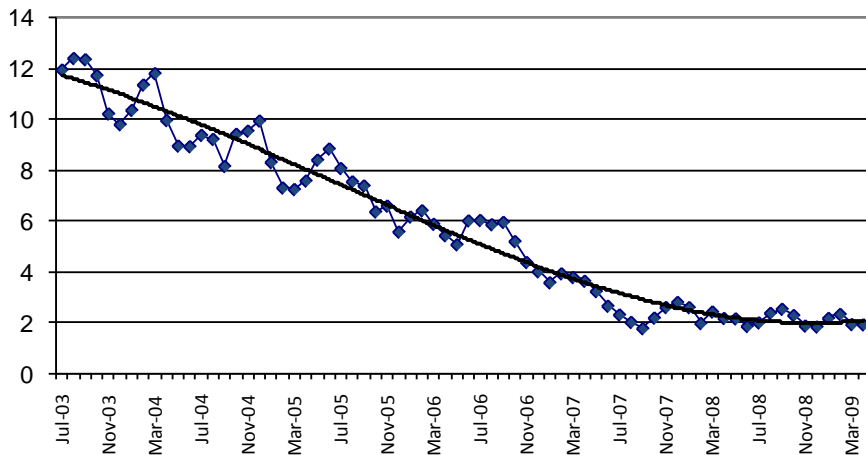
Shares on Issue	130,025,470
Options on Issue	14,680,000
Current Share Price (03/09/09)	\$0.92
Market Capitalisation	\$101,419,867
Top 20 Shareholder Value	45%

# Safety

Total Recordable Injury (TRI) Frequency Rate FY0809



Lost Time Injury (LTI) Frequency Rate 2003-2009



## 2008/2009 Safety Year

- Continued improvement in safety performance with reduction in LTIFR and TRIFR while significantly increasing man-hours of labour
- Risk Exposure hours 18% increase
- 9 RCR sites reached Lost Time Injury (LTI) Free milestones

## Leading Indicators

- Unsafe Acts Prevention Observations 72% increase
- Increase in Stop and Thinks

## Lagging Indicators

- LTI Frequency Rate 6% decrease
- TRI Frequency Rate 28% decrease
- Total Injury Frequency Rate 30% decrease
- LTIFR of 2

# People

RCR currently employs 2,206 people throughout Australia and New Zealand.

## Employees

- Strengthened Management Team
- Development and Training
- Learning and Development teams established
- SAP Financial Training
- Supervisor and Manager Training Intensive Course (SAMTIC)
- Zero lost time due to industrial disputes

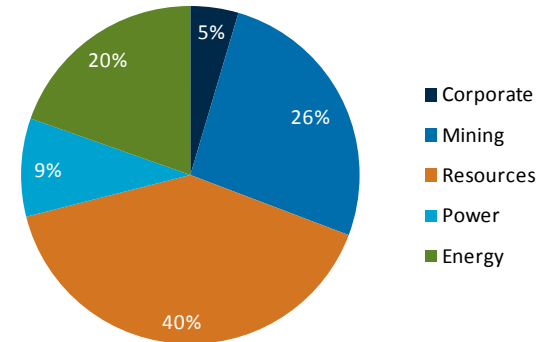
## Graduates

- The Engineers Australia Professional Development Program (PDP) was introduced to RCR in late 2008
- Senior RCR employees appointed as Graduate Mentors under the PDP program

## Apprentices

- Apprenticeships increased by 22%
- Annual Apprentice Awards were inaugurated
- Received 7 State and National Awards
- Introduced new traineeships in Certificate III

## Employee Numbers



# RCR Overview

## Integrated Engineering Solutions

### Sectors

- Mining
- Resources
- Energy
- Infrastructure
- Power Transmission and Distribution
- Agriculture, Manufacturing & Chemical

### Services

- Design
- Engineering
- Procurement
- Manufacture
- Fabrication
- Construction
- Maintenance
- Off-site Repairs

*Parent Company*



*Business Units*



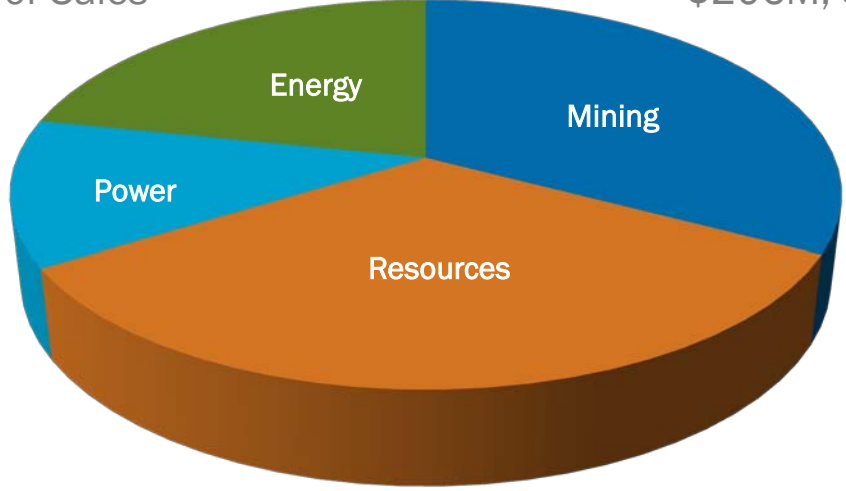
# Sales Revenue by Business Unit

2009FY

RCR Energy & Industrial Services  
\$137M, 21% of Sales

RCR Engineering  
\$206M, 33% of Sales

RCR Positron  
\$78M, 12% of Sales

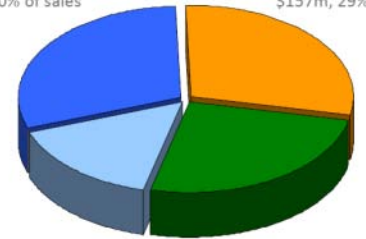


RCR Construction and Maintenance  
\$210M, 33% of Sales

2008FY

RCR Engineering  
\$164m, 30% of sales

RCR Construction and Maintenance  
\$157m, 29% of sales



RCR Positron (9 months)  
\$85m, 15% of sales

RCR Energy and Industrial Services  
\$140m, 26% of sales

## RCR Mining

	2009 - \$	2008 - \$	% Change
Gross Sales (000's)*	206,800	164,213	26%
Contribution to Gross Earnings	20,290	15,036	35%

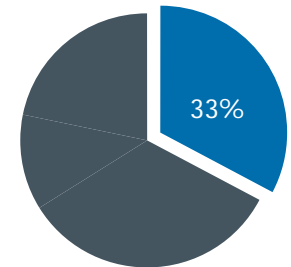
\*Before internal deductions

### Sector and Service

- Design and manufacture of materials handling and process equipment for the mining industry
- Off site repair of mining equipment

### 2009FY Overview

- Completed track mounted mobile mining plant for Iluka Resources Limited, Northern Murray Basin, New South Wales
- Five (5) year strategic supply agreement to BHP Billiton for apron feeders and belt reelers
- RCR OSR™ off-site repairs and mining repairs continued to grow and deliver strong returns



## RCR Resources

	2009 - \$	2008 - \$	% Change
Gross Sales (000's)*	210,479	157,212	34%
Contribution to Gross Earnings	14,510	11,863	22%

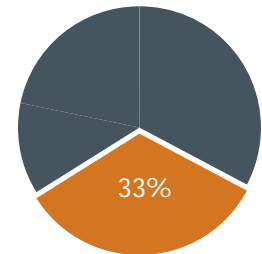
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### Sector and Service

- Project management for construction projects across Australia
- Unique “one-stop-shop” from design through to installation, all in-house
- Regional facilities to support major projects
- Focus on resources, chemical and oil and gas sectors

### 2009FY Overview

- Successful completion of Ridgeway Deeps Project, Orange, New South Wales
- Successful completion of four (4) boiler and turbine auxiliary outages at the Macquarie Generation Bayswater and Liddell Power Stations, New South Wales



## RCR Energy

	2009 - \$	2008 - \$	% Change
Gross Sales (000's)*	137,314	140,111	-2%
Contribution to Gross Earnings	9,450	15,889	-41%

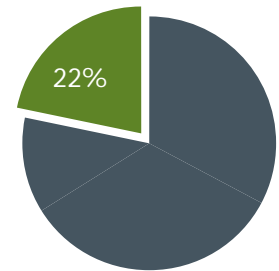
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### Sector and Service

- Turnkey energy solutions for power stations
- Comprehensive maintenance and shutdown capability
- Specialist boiler maintenance, attendance and spare parts

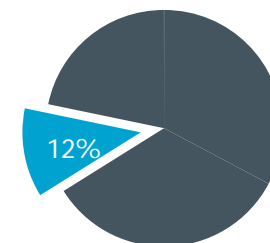
### 2009FY Overview

- Delivery of innovative technical solution to Nestle - Gympie Project
- Energy maintenance and heat treatment business performed strongly
- Profit down due to major constriction of construction projects
- Delays on Projects



## RCR Power

	2009 - \$	2008 - \$	% Change
Gross Sales (000's)*	76,683	85,491	-10%
Contribution to Gross Earnings	1,395	-155	900%



\*Before internal deductions

### Sector and Service

- Power systems for resources and generation, transmission and distribution for infrastructure
- Turnkey solutions for the design, fabrication, construction, commissioning and maintenance of electrical and instrumentation systems



### 2009FY Overview

- Successful completion of Prominent Hill Project, South Australia
- Completion of first sub-stations for Transgrid
- Commencement of the Seven Mile Power Station for IHI, Western Australia



# RCR Locations

RCR is strategically positioned throughout Australia and New Zealand



Blue markers denote RCR Locations

Yellow markers denote locations of a selection of major projects completed in 2009

## Major Projects in 2009

### RCR Engineering

- Northern Murray Basin Stage Two, VIC

### RCR Construction and Maintenance

- Kwinana Nickel Refinery, WA
- Macquarie Generation Bayswater and Liddell Power Stations, NSW
- Pluto Project, WA
- QAL Cassowary, QLD
- Ridgeway Deeps Project, NSW
- Worsley Efficiency & Growth Project, WA
- Yarwun 2 Project, QLD

### RCR Energy

- Nestle Gympie Project, QLD

### RCR Positron

- Pluto Project, WA
- Kwinana Nickel Refinery, WA
- Prominent Hill Project, SA
- QAL Cassowary, QLD
- Transgrid, NSW

## Short Term Focus

- New Chief Executive Officer, Paul Dalglish, commenced in May 2009
- Major focus on:
  - Financial management and performance
  - Improving margins
  - Streamlining businesses to focus on clients and risk management
  - Focus on core businesses and larger contracts

# RCR Growth Strategy

## Mining

- Establish a direct focus on our industry leading mining equipment
- Expand our product range and continue our R&D development
- Re-invigorate our off-site repair (RCR OSR™) offering in response to client outsourcing expectations

## Resources

- Re-positioning from sub-contractor to prime-contractor role
- Full turnkey solution through our vertically integrated capability

## Energy

- Target Biomass projects throughout Australasia
- Expand our provision of major shutdown services to base load power stations

## Power

- Re-focus on core maintenance activities and recurring revenues
- Target major infrastructure spending from State and Federal Governments
- Continue recent growth in resource sector balance of plant and power reticulation

## RCR Outlook

- Opportunities to deliver improved EBIT through strong financial management
- Strong order book with \$245M of orders on hand at June 2009 (previous corresponding period \$170M)
- 50% of anticipated full year project revenue already contracted or under negotiation
- RCR is well positioned to secure work from new mines, mine expansions, increased industry maintenance requirements, new energy projects and general infrastructure spending

# Media Contact

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