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11 February 2015

ASX Market Announcements
Australian Securities Exchange Limited
Level 4
20 Bridge Street
SYDNEY NSW 2000

Please find attached an Investor Presentation entitled "Full Year Results 2014" to be given by Marcelino Fernández Verdes and Javier Loizaga dated 11 February 2015.

Yours faithfully
LEIGHTON HOLDINGS LIMITED

VANESSA REES
Group Company Secretary

FULL YEAR RESULTS 2014

Marcelino Fernández Verdes / Javier Loizaga

11 February 2015

Highlights in 2014

	Slide
Delivered strong 2014 result: ✓ 2014 NPAT up 33% and UNPAT up 6% ✓ Gearing after divestments improved 29.7 percentage points from 2013 to slightly below zero ✓ Total dividends of 125 cents per share – includes 53 cents per share final ordinary dividend and 15 cents per share special dividend, both 100% franked ✓ Revenue $22.3 billion, broadly in line with 2013 ✓ EBIT[1] $1.4 billion, up 38% from 2013, driven by solid project performances and overhead efficiencies ✓ EBIT from continuing operations before contract debtors provision $824 million, up 35% from 2013 ✓ $1.4 billion cash generated from operating activities, up 26% on 2013	4-8
Delivering on the Strategic Review: ✓ Move to specialised companies, better positioned to compete ✓ Simplifying corporate structure ✓ Strengthening balance sheet ✓ Improving project delivery and risk management	10
Positioned to enhance shareholder value: ✓ Forecast 2015 NPAT of $450-$520 million ✓ Driven by a significant short-term reduction in revenue (30-40%) partially offset by a substantial improvement in net margins (30-40%) ✓ Significant overhead and finance cost savings expected in 2015 ✓ De-risking balance sheet, positioned to deliver improved quality of earnings ✓ Strategic review of Properties, FleetCo ongoing	11

[1] Refer Appendix for EBIT reconciliation

FINANCIALS

Financial Position and Cash Flow

Highlights	Strategic Review initiatives deleverage and de-risk balance sheet
Cash and gearing	✓ Significant deleveraging and de-risking after divestments ✓ $20 million positive net cash[1] ✓ Gearing reduces to slightly below zero
Current receivables	✓ $1.6 billion reduction in receivables from December 2013
Cash from operating activties[3]	✓ $1.4 billion cash from operating activities, up 26% at December 2013

$'m	Dec 14[1]	Sept 14	June 14	Mar 14	Dec 13
Net cash/(debt) on balance sheet	624.8	(949.8)	(1,207.6)	(1,128.5)	(404.4)
Operating leases	(604.8)	(706.0)	(750.0)	(881.0)	(934.0)
Net cash/(debt)	**20.0**	**(1,655.8)**	**(1,957.6)**	**(2,009.5)**	**(1,338.4)**
Gearing[2]	Below zero	33.7%	37.1%	38.5%	29.2%
Current trade receivables	**3,246.1**	**5,239.0**	**5,453.5**	**5,331.2**	**4,994.2**
	12 months to Dec 14	9 months to Sept 14	6 months to Jun 14	3 months to Mar 14	12 months to Dec 13
Cash from operating activities	1,409.8	503.7	78.5	(413.4)	1,114.8

1 Net debt adjusted to include the impact of collection of the proceeds from the divestment of JHG and Services.
2 Expressed as the ratio of net debt and operating leases to net debt, operating leases and shareholders' equity.
3 Defined as the cash inflow from operating activities, before dividends, interest, finance costs and tax.

Financial Performance – Total Group[1]

Highlights	Project performance and operational efficiencies contributed to result
Shareholders	✓ Ordinary dividends of 110[2] cps, 60% payout ratio on UNPAT, up 5% ✓ Special dividend of 15 cents per share, 100% franked, with total dividends up 19%
Earnings	✓ Revenue $22.3 billion[3], broadly in line with 2013 ✓ EBIT $1.4 billion, up 38% from 2013, driven by solid project performances and overhead efficiencies ✓ EBIT from continuing operations (before contract debtors provision) $824 million, up 35% from 2013 ✓ $675 million pre-tax contract debtors portfolio provision ✓ Gains on divestments delivered $973 million in pre-tax profit ✓ UNPAT $620 million, at the top of guidance

Profit & Loss $'m	Dec 14	Dec 13	Improvement
Ordinary dividends (interim and final)	110 cps	105 cps	5%
Special dividend	15 cps	-	100%
Total dividends	125 cps	105 cps	19%
Revenue[4, 5]	22,309.4	22,564.7	(1)%
EBIT	1,372.3	991.5	38%
PBT	1,131.1	736.1	54%
NPAT	676.5	508.7	33%
UNPAT[5]	620.1	583.8	6%

[1] Includes John Holland and Services which were sold in December 2014 and which are shown in the Financial Statements as discontinued operations. On this slide, the financial performance of the total Group is discussed, as a more accurate reflection of the performance of the business over the last twelve months.

[2] Interim dividend of 57 cps 25% franked and a final dividend of 53 cps franked at 100%.

[3] Includes revenue from continuing and discontinuing operations.

[4] Revenue represents Group revenue less joint ventures and associates.

[5] UNPAT is NPAT adjusted for non-underlying items.

2014 UNPAT

Dec 2014 $'m	PBT	Tax	PAT	Minorities	NPAT
Continuing operations before gains on divestments and contract debtors provision	584.3	(224.6)	359.7	(1.8)	357.9
Discontinued operations before gains on divestments and contract debtors provision	248.6	(58.7)	189.9	(0.3)	189.6
Total before gains on divestments and contract debtors provision	**832.9**	**(283.3)**	**549.6**	**(2.1)**	**547.5**
Impairments – Property	5.3	(1.6)	3.7	-	3.7
Restructuring costs	98.4	(29.5)	68.9	-	68.9
Underlying	**936.6**	**(314.4)**	**622.2**	**(2.1)**	**620.1**
Gains on divestments (discontinuing)	973.2	(371.7)	601.5	-	601.5
Impairment – Contract debtors provision (continuing)	(675.0)	202.5	(472.5)	-	(472.5)
Sub-total	**298.2**	**(169.2)**	**129.0**	**-**	**129.0**
Reported – continuing operations	(90.7)	(22.1)	(112.8)	(1.8)	(114.6)
Reported – discontinued operations	1,221.8	(430.4)	791.4	(0.3)	791.1
Total reported	**1,131.1**	**(452.5)**	**678.6**	**(2.1)**	**676.5**
Gains on divestments	(973.2)	371.7	(601.5)	-	(601.5)
Impairment - Contract debtors provision	675.0	(202.5)	472.5	-	472.5
Impairments – Property	5.3	(1.6)	3.7	-	3.7
Restructuring costs	98.4	(29.5)	68.9	-	68.9
Underlying	**936.6**	**(314.4)**	**622.2**	**(2.1)**	**620.1**

2013 UNPAT

Leighton Holdings

Dec 2013 $'m	PBT	Tax	PAT	Minorities	NPAT
Reported – continuing operations	358.0	(131.1)	226.9	40.0	266.9
Reported – discontinued operations	378.1	(136.1)	242.0	(0.2)	241.8
Reported	**736.1**	**(267.2)**	**468.9**	**39.8**	**508.7**
Gains on divestment	(215.0)	100.0	(115.0)	-	(115.0)
Loss on acquisition of controlled entities	78.3	-	78.3	-	78.3
Impairments	124.7	(16.7)	108.0	(31.9)	76.1
Restructuring costs	58.7	(23.0)	35.7	-	35.7
Underlying	**782.8**	**(206.9)**	**575.9**	**7.9**	**583.8**

Work in Hand

Highlights	Current level reflects transition period, longer term pipeline strong
Work in hand	✓ Reflects a more disciplined and rigorous approach to pre-contract risk assessment and momentum shift from resources to infrastructure development ✓ Increase in non-LNG construction partially absorbs completion of LNG projects and reductions in contract mining WIH
Pipeline	✓ 12 month tender pipeline above equivalent for FY13 results ✓ Record longer-term pipeline for individual tenders over $1 billion ✓ Federal Government's infrastructure target of $125 billion investment by 2020
PPPs	✓ PPPs will enhance the Group's WIH position ✓ ~$50 billion estimate[1] of new domestic PPPs by 2020

$'m	2014	%	2013	%	Movement
Construction	12,222	41%	14,435	42%	(15)%
Contract mining	10,953	36%	14,395	42%	(24)%
HLG	2,443	8%	1,262	3%	94%
Commercial & residential	1,979	7%	2,391	7%	(17)%
Corporate	2,588	8%	2,171	6%	19%
WIH from continuing operations	**30,185**	**100%**	**34,654**	**100%**	**(13)%**
Discontinued operations	7,035		7,517		
Group total	**37,220**		**42,171**		

[1] ANZ International & Institutional Banking Utilities and Infrastructure – Market Update, 11 March 2014. While underlying projects may change the aggregate spend is likely to remain similar.

STRATEGIC REVIEW & 2015 POSITIONING

Strategic Review - Delivering on our commitments

Strategic objectives	Achievements
Strengthen balance sheet	
• Maintain focus on recovery of existing receivables • Better working capital management on projects • Analyse options for divestments or partnerships	✓ Balance sheet deleveraging with gearing slightly below zero after divestments ✓ Balance sheet de-risked with $1.6 billion reduction in receivables after divestments since December 2013
Streamline operating model	
• Group similar activities • Review support functions and corporate structure • Pursue additional cost savings	✓ Operating model transformed ✓ 4 focussed companies - Construction, Mining, PPPs, Engineering ✓ Best-in-class structures developed ✓ Overheads and bureaucracy reduced
Improve project delivery	
• Focus on risk management • Further development of entrepreneurial approach	✓ Engineering business harnessing Group's expertise ✓ Stricter risk criteria for onboarding work

Positioning for 2015

Highlights	Savings to drive results Strong balance sheet to capitalise on future pipeline

Financial performance	✓ Significant improvements from:
	    ✓ Annualised 2H14 savings
	    ✓ Continuation of the current cost savings program
	    ✓ Deleveraging balance sheet to reduce finance costs
	✓ Offsetting anticipated short-term softening in revenue
	✓ Forecast 2015 NPAT of $450-$520 million
	✓ Driven by a significant short-term reduction in revenue (30-40%) partially offset by a substantial improvement in net margins (30-40%)

Financial position	✓ 2015 is deleveraging and de-risking balance sheet through operating cash and divestments ✓ Focus on receivables reduction to continue
Strategic Review	✓ Review of strategic options for FleetCo and Properties ✓ Standardised business processes and systems under development ✓ Simplifying operating model underway to drive further operating efficiencies
Pipeline	✓ Positioned to capitalise on pipeline of domestic infrastructure projects including PPPs ✓ PPP contracts expected to improve quality and sustainability of WIH

FULL YEAR RESULTS 2014

Marcelino Fernández Verdes / Javier Loizaga

20 February 2015

Appendix – EBIT Reconciliation

2014	Continuing	Discontinued	Total
EBIT before impairment - contract debtors provision	824.3	1,223.0	2,047.3
Impairment - contract debtors provision	(675.0)	0.0	(675.0)
EBIT	149.3	1,223.0	1,372.3
Finance Costs	(240.0)	(1.2)	(241.2)
PBT	(90.7)	1,221.8	1,131.1
Tax	(22.1)	(430.4)	(452.5)
PAT	(112.8)	791.4	678.6

2013	Continuing	Discontinued	Total
EBIT	611.0	380.5	991.5
Finance Costs	(253.0)	(2.4)	(255.4)
PBT	358.0	378.1	736.1
Tax	(131.1)	(136.1)	(267.2)
PAT	226.9	242.0	468.9