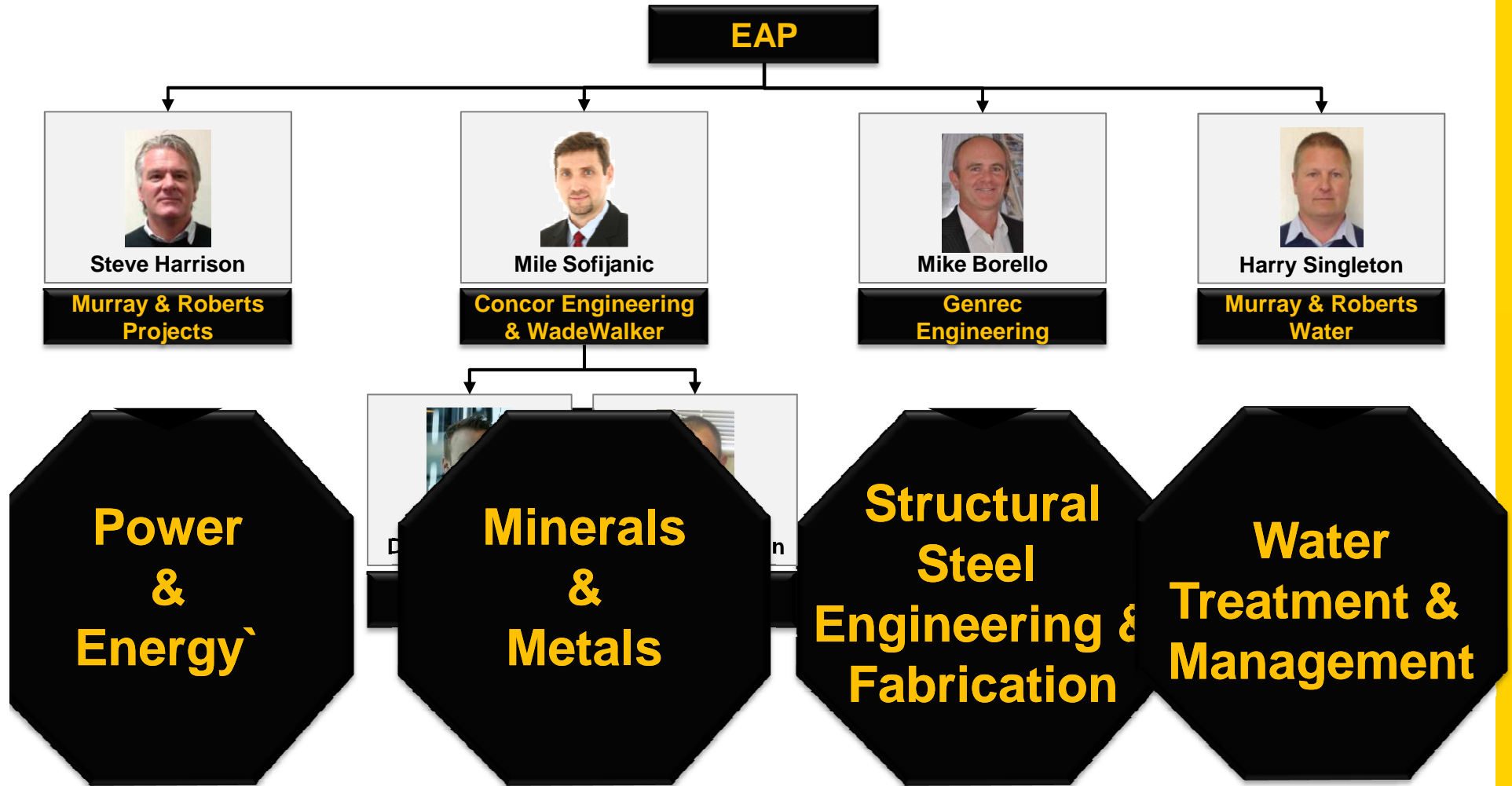






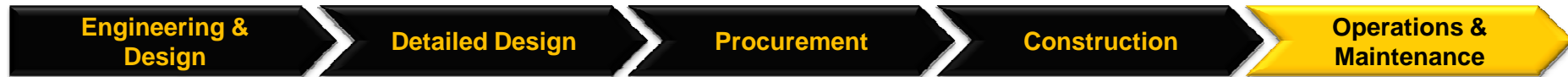
Engineering Africa Platform (EAP)



Engineered Excellence



EAP Value Chain

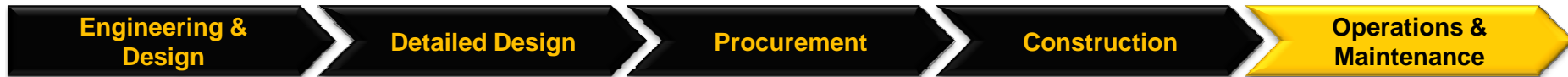


Engineered Excellence



Murray & Roberts Projects

EAP Value Chain



Clients and Projects



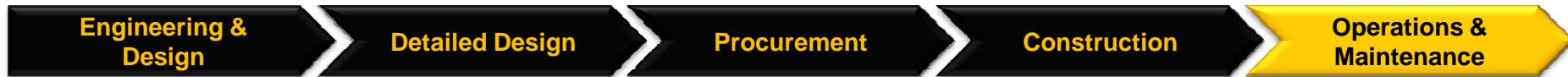
Cost Reimbursive +
Profit

Engineered Excellence

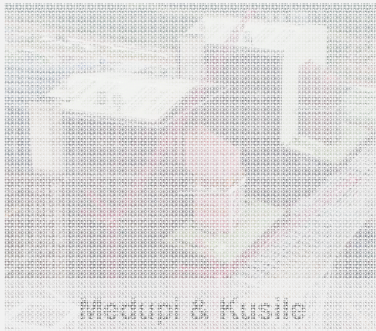


Murray & Roberts Projects

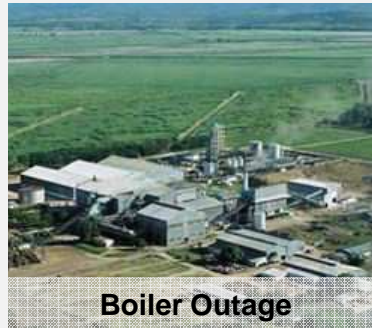
EAP Value Chain



Clients and Projects



Cost Reimbursement +
Profit



Boiler Outage

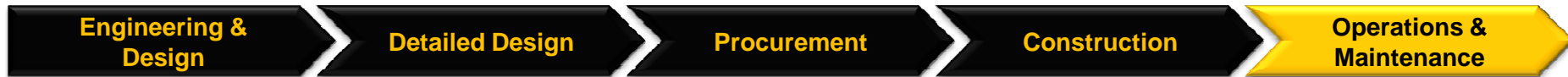
Fixed Price + Rates

Engineered Excellence

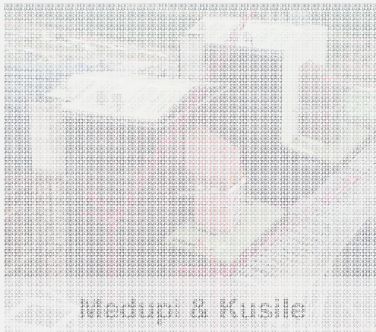


Murray & Roberts Projects

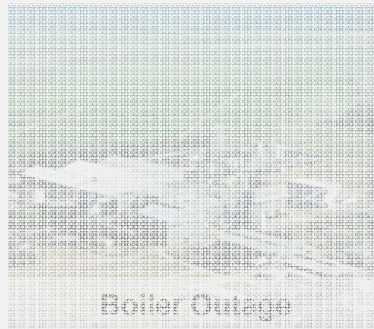
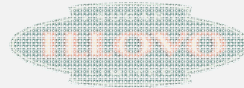
EAP Value Chain



Clients and Projects



Cost Reimburse + Profit



Fixed Price + Rates



Fuel Depot

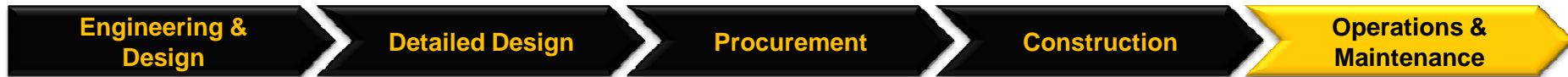
Fixed Price

Engineered Excellence



Concor Engineering & Wade Walker

EAP Value Chain



Gas Power Plant

**Quantities + Fixed
Price**

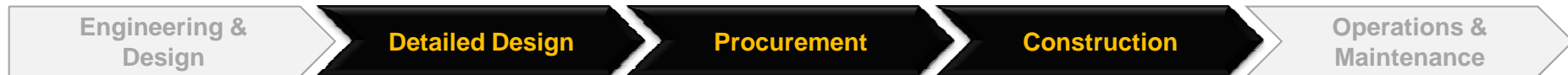
Clients and Projects

Engineered Excellence

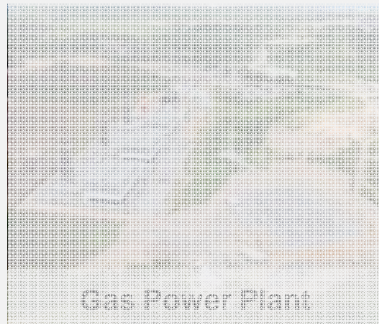


Concor Engineering & Wade Walker

EAP Value Chain



Clients and Projects



Quantities + Fixed
Price



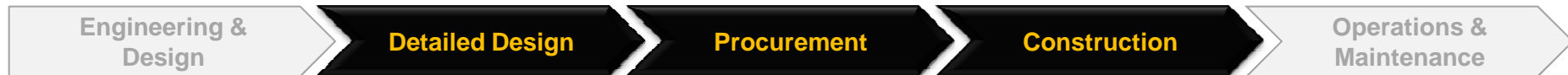
Quantities + Fixed
Price

Engineered Excellence

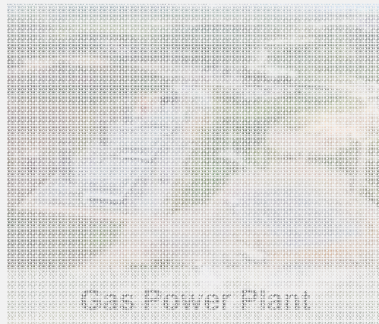


Concor Engineering & Wade Walker

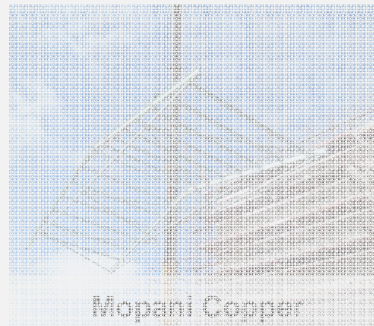
EAP Value Chain



Clients and Projects



Quantities + Fixed
Price



Quantities + Fixed
Price

Outotec



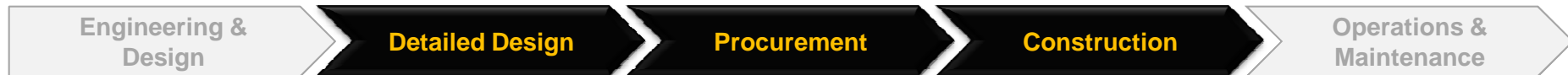
Quantities + Rates

Engineered Excellence



Genrec Engineering

EAP Value Chain



HITACHI



Eskom Power Prog.

Quantities + Fixed
Price

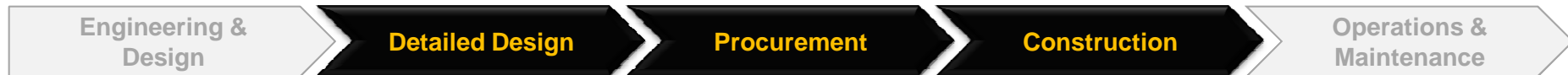
Clients and Projects

Engineered Excellence



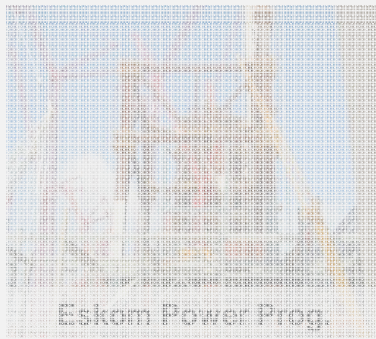
Genrec Engineering

EAP Value Chain



Clients and Projects

HITACHI



Quantities + Fixed
Price

sasol
reaching new frontiers



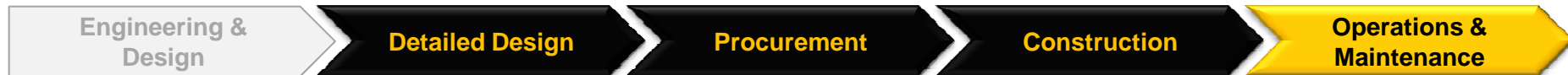
Rates + Quantities

Engineered Excellence



Genrec Engineering

EAP Value Chain



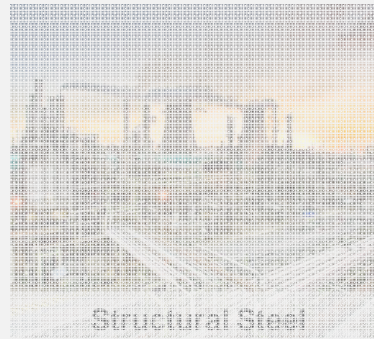
Clients and Projects

HITACHI



Eskom Power Prog.

Quantities + Fixed
Price



Structural Steel

Rate + Quantities



Matimba

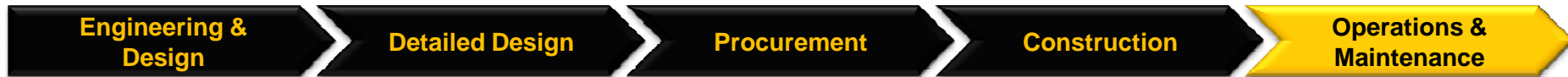
Fixed Price

Engineered Excellence



Murray & Roberts Water

EAP Value Chain



Clients and Projects



GOLD FIELDS



Tarkwa Water Treatment

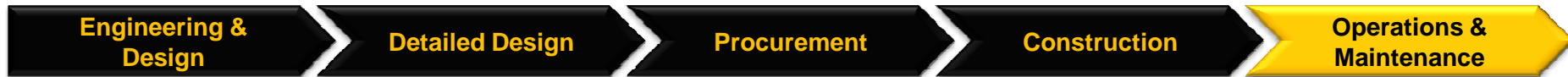
Fixed Price + Rates

Engineered Excellence

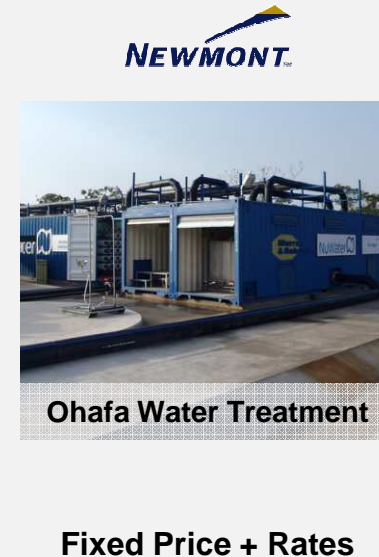
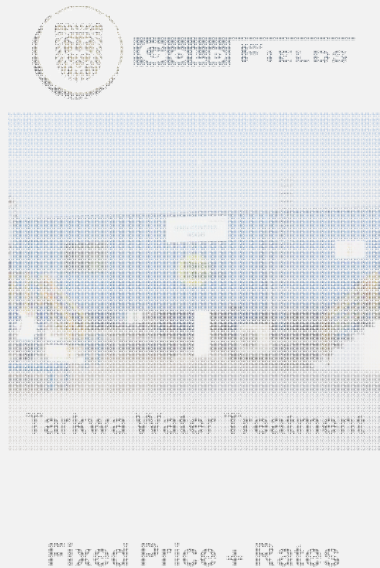


Murray & Roberts Water

EAP Value Chain






Clients and Projects



Engineered Excellence



Key Partners

Business	Operational Area	Partner	JV Name
Murray & Roberts Projects	O+M for Power Generation	 WorleyParsons resources & energy	MW POWER SERVICES <small>A WorleyParsons and Murray & Roberts Joint Venture</small>
	PetroChem Work		
Murray & Roberts Water	Water Treatment & Management		

Engineered Excellence



Growth Plans and Focus Areas

**Overall
Objective**

Increase presence in value chain areas in all businesses

1.

Increased
Engineering
Capability and
Capacity

- Through internal growth and inorganic opportunities

Engineering &
Design

Detailed Design

Procurement

Construction

Operations &
Maintenance

Engineered Excellence



Growth Plans and Focus Areas

**Overall
Objective**

Increase presence in value chain areas in all businesses

2.

**Develop Platform's
Presence in Asset
Management**

- Outage management and execution
- Ability to operate and maintain

**Engineering &
Design**

Detailed Design

Procurement

Construction

**Operations &
Maintenance**

Engineered Excellence



Growth Plans and Focus Areas

**Overall
Objective**

Increase presence in value chain areas in all businesses

3.

Improve Project
Delivery
Performance

- M&R Project Management Framework
- Continuous Improvement

Engineering &
Design

Detailed Design

Procurement

Construction

Operations &
Maintenance

Engineered Excellence



Short and Medium Term Prospects

1. Renewable Energy



Engineered Excellence



Short and Medium Term Prospects

2. Petro-Chemical and Oil & Gas



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Short and Medium Term Prospects

3. Water Management & Treatment

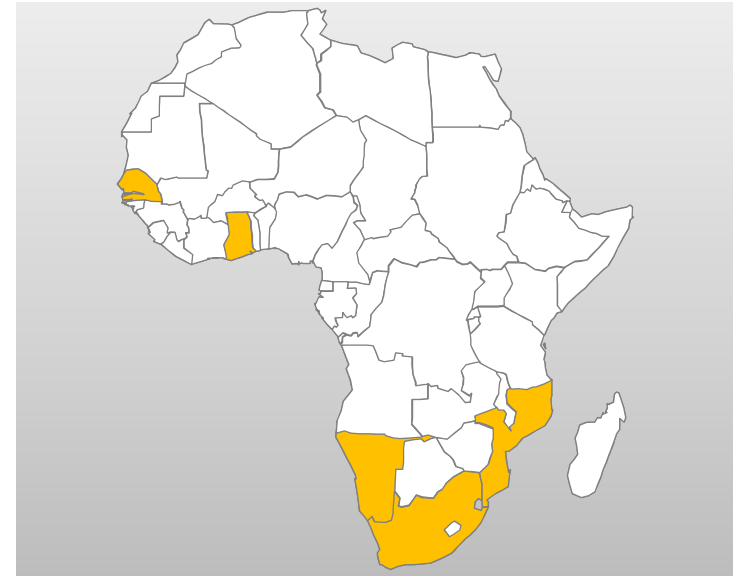


Engineered Excellence



Short and Medium Term Prospects

4. Africa



Engineered Excellence