

**Murray  
& Roberts**

**MURRAY & ROBERTS**  
**IN THE**  
**MIDDLE EAST**  
**NIGEL HARVEY**  
**OCTOBER 2006**

Globalising Murray & Roberts



# HISTORY

- Established in 1992
- Secured first project – Burj Al Arab in 1994
- Developed partnership with Al Habtoor
- Dubai Airport Concourse 1
- Engaged markets of Egypt, Qatar and Bahrain
- Marine Design Experience – Port in Bahrain
- Recognised as a world class international contractor
- Tendered on 3 major projects in Dubai
  - Secured Dubai Airport Terminal 3 Concourse 2





**BURJ AL ARAB**



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# GEOGRAPHIC LOCATIONS

- Focused
- UAE
  - Dubai
  - Abu Dhabi
- Bahrain – Nass
- Qatar – not currently



**Al Habtoor**





# Chosen Geographic Markets

United Arab Emirates

Bahrain



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# NATURE OF BUSINESS

- Commercial Buildings
- Large and Complex
- Major project business - not a general contractor

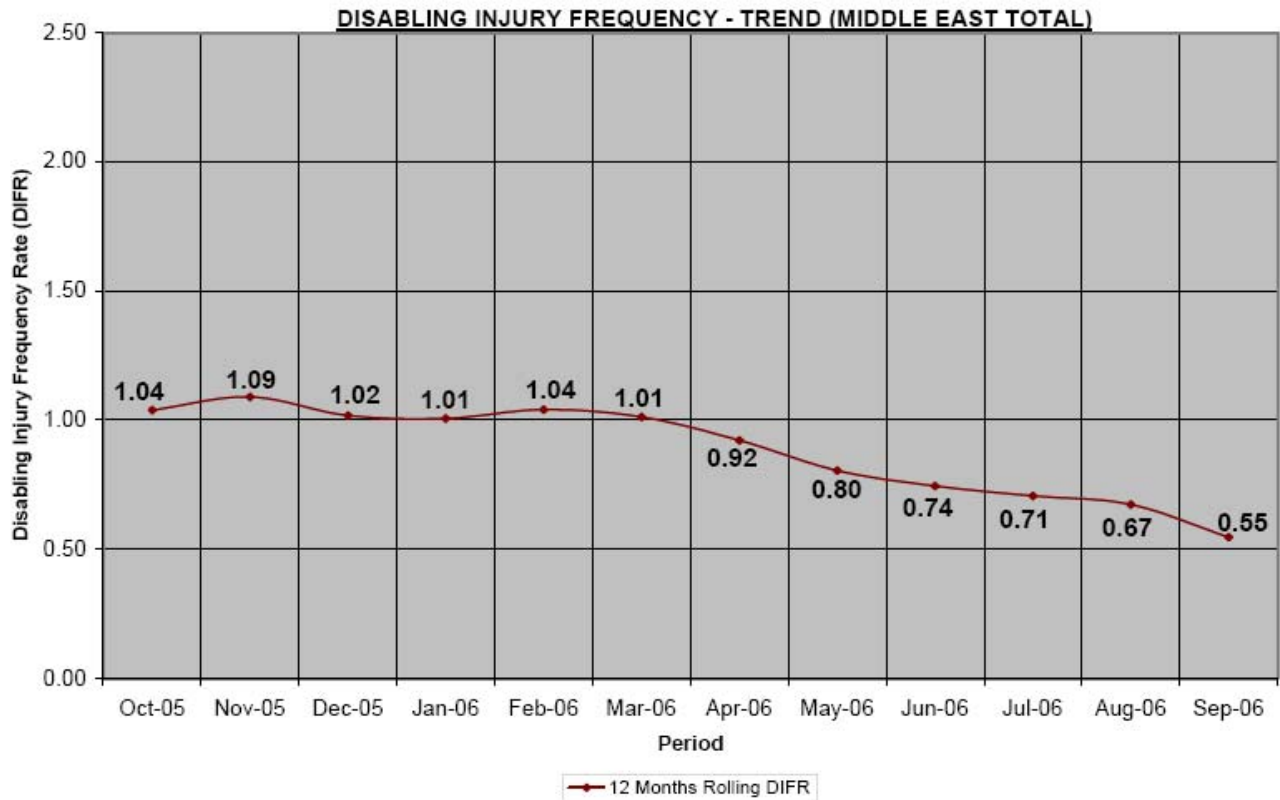




# NATURE OF BUSINESS



**MURRAY & ROBERTS CONTRACTORS (MIDDLE EAST)**  
OCCUPATIONAL HEALTH & SAFETY MANAGEMENT  
REPORT FOR BOARD MEETING - 21 OCTOBER 2006



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# BUSINESS STRATEGY

- Provide the strategic leadership to the projects
- Share risk with local partners
- Local partners
  - Provide labour
  - Supervision
  - Plant







**DUBAI INTERNATIONAL AIRPORT  
Sheikh Rashid Concourse**



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## CURRENT SITUATION/PLAN

- Business has grown 6 fold over last 6 years
- Cut the umbilical cord with South Africa
- Report through our business office in London
- Engage the international market to secure top – class staff for major projects
- 2 major projects in Dubai
- 1 project in both Abu Dhabi and Bahrain





# DUBAI INTERNATIONAL AIRPORT FIT - OUT



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# RIDING THE BOOM

## ➤ **Situation on the Ground**

- Too many opportunities with not enough contractors
- Clients in disarray
- Lack of resources
- Sub contractors are overtrading



# RIDING THE BOOM

## ➤ Solutions

- Select your opportunities carefully
- Stay with mature/stable clients and consultants
- Engage clients where you can create an alliance
- Offer different business models:
  - Partnering
  - Early involvement
  - Design and construct
  - Single point responsibility
- Develop alliances with sub-contractors





**ETIHAD INTERIM TERMINAL**



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