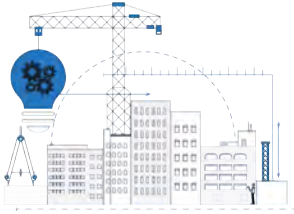




OPERATIONS

BUSINESS WORKSTREAMS AND OPERATIONAL CAPABILITIES



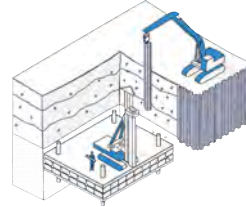
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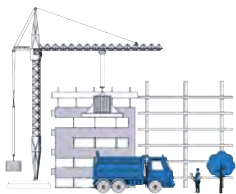
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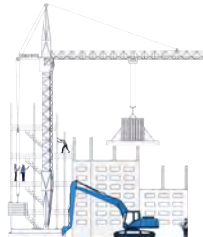
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ENGINEERING AND DESIGN

Central design hub

Our projects involve significant contractor design. We can rely on the wide-ranging design expertise of our in-house design practice Kingscote Design to provide timely, technical and detailed design support to project teams.

Permanent Works

We provide wide-ranging expertise in the design and construction of foundations, retaining structures, basements and superstructures as well as the design of structural alterations for all types of building refurbishment. We are at the forefront of UK post tensioned design. In 2025 we won the PTA (Post Tensioning Association) award for our innovative post-tensioning design work for the Elephant & Castle Town Centre project.



Temporary Works

We provide expert consultancy in all aspects of Principle risks and uncertainties temporary works design and installation to enable the demolition, remediation, alteration or construction of the permanent works. We can also provide innovative solutions utilising existing or permanent works in the temporary condition whilst taking responsibility for obtaining the necessary third-party approvals required. We act as CRE-D on behalf of Morrisroe where projects interface with Network Rail and TfL/LUL.



VALUE ENGINEERING:

Unlocking the Natural History Museum Collection Store

The originally designed permanent structure far exceeded the client's budget. We valued engineered the proposed 4-storey steel structure with precast floors to a post tensioned concrete frame. Our PT design (which was peer reviewed by Ramboll and Arup) met tight floor slab deflection performance limits (circa 3mm maximum) which was required by the roller rack shelving system that will be used to store the museum's artefacts. Our solution enabled the project to proceed.

Design Management

Our effective design management processes ensure the timely provision of quality and coordinated design information to ensure successful project delivery.

Designing for productivity

We aim to achieve greater design efficiency through the integration of the permanent works and temporary works, and we always aim to ensure that our valued engineered solutions both improve the construction process as well as productivity.



○ Early Contractor Engagement

We are increasingly involved in the early stages of projects. This enables us to address constructability and support clients to develop a more productive design for construction. Our earlier involvement in projects enhances a range of project outcomes including safety, quality and sustainability

○ Upfront embodied carbon assessments (a1-a3 and a1-a5)

In the early planning and preconstruction stages of projects, we provide specialist technical support to client to inform the early assessment of embodied carbon targets for proposed developments. This involves interrogating the accuracy of early whole life cycle assessments to understand the materials, material quantities and carbon factors adopted in the baseline and aspiration/stretch targets. Our involvement in this process often results in the consideration of alternative and optimised structural design for improved embodied carbon outcomes.

Our current approach is to offer the option of using low carbon reinforcement and PT tendons based on 97% recycled steel, secondary EAF production with up to 100% clean/renewable energy. This is usually offered as an aspirational option for stretch targets and to counterbalance the adoption of lower GGBS percentages (where for example lean concrete design has been preferred to using higher levels of GGBS).

○ Low carbon design

Reducing CO2 emissions is fast becoming a design parameter in addition to the parameters of quality, cost, speed and specific project requirements. This is being driven by public procurement policy and private investor ESG requirements requiring Whole Life Carbon Assessments (WLCA) as part of the tender process. Carbon assessments are now a regular feature in our tenders and require substantial input from our design office.

We are committed to designing out carbon wherever possible in line with circular economy design principles and in the spirit of Engineer's Declare. This means we will provide lean design solution to improve material efficiency and in order to reduce embodied carbon.

We will also provide alternative design proposals such as post-tensioning solutions, to maximise the structural configuration and we aim to provide embodied carbon assessments for all structural designs, including all temporary works solutions.

We are committed to providing carbon estimates (alongside cost estimates) in all value engineering exercises. In the early stages, we conduct, inter alia, buildability appraisals, carbon assessment and appraisals, and re-use and circularity appraisals.

We encourage the practice of using carbon factors for concrete specification rather than GGBS percentages) to allow emerging cement replacement technologies such as calcined clay to be considered in the future when commercially available at scale.



ADVANCED ENGINEERING

Equally valuable to early contractor engagement are the advanced engineering solutions we provide during project delivery. Across many of our projects complex logistics can be overcome, and concrete mixes can be optimized. Notable solutions included the geopolymers ground stabilization solution at 2 Finsbury Avenue. On the same project our bespoke methodology for the 'raptor' cranes allowed the cranes to be mounted and climb with the cores without overstressing the structure during concrete curing. This necessitated real time monitoring of concrete cure states, dynamic load behaviour and bespoke anchorage detailing – a first in the UK.



DEMOLITION AND ENABLING

Morrisroe Demolition is one of the UK's leading demolition and enabling works specialists. We specialise in working within constrained city centre locations, across all sectors of the construction industry.

Core Demolition Services

Our core demolition services include soft strip, asbestos removal, top down and long reach demolition. We also deliver broader packages of works which may include additional services such as structural alterations, excavation, substructure and enabling works.

Circular Economy Solutions

Our comprehensive pre-refurbishment/pre-demolition audits identify maximum opportunities for material recovery and reuse. Through the recovery and reuse of products and materials, waste is turned into value, bypassing the use of virgin materials associated with the production of a new equivalent. This eliminates the carbon-intensive extraction of raw materials and the first three stages of a product's lifecycle (material extraction, transportation to a manufacturing site, and the manufacturing of the product) which are the largest contributors to embodied carbon.

Our range of controlled deconstruction solutions serve to maximise the reuse and upcycling potential of existing structures and building materials, products and components. Where materials and other building components cannot be reused in their existing form, we are always able to find the right recycling solution through our specialist recycling network.

Integrated Solutions

We are increasingly delivering a wider range of services as a complement to our asbestos removal and soft strip capabilities, for example where structural alterations, and reconfigurations are required or where our clients have additional excavation and groundwork requirements.

➔ SUSTAINABLE REFURBISHMENT IN THE CITY OF LONDON



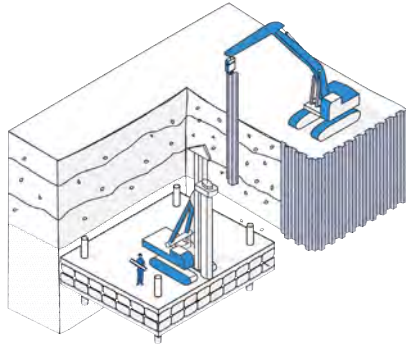
Morrisroe Demolition has been appointed by IJM Land to undertake the sensitive demolition works within this Grade II listed building situated in the heart of the City of London's financial district. Angelo Gordon and Endurance Land's major sustainability-focused refurbishment and extension will breathe new life into the five historic, interlinking, Grade II-listed properties which form 1-5 London Wall.

Our team has been progressively deconstructing the structure to suit the sequence of follow-on structural works. Our temporary works strategy balances the need to maintain the integrity of the structure with the requirement for low carbon technical solutions.

DEMOLITION

PILING

We provide complete piling solutions which means we have a unique ability to consider almost every option and can therefore offer the most efficient solutions to our clients.



Large Diameter Piling

We operate a substantial fleet of large diameter piling rigs and are able to install a wide range of pile types including bearing piles up to 2.5m in diameter and in excess of 50m depth, contiguous and secant piles, and plunge column piles. We employ both wet and dry bore drilling methods and carry out pile load and integrity testing.

Restricted Access Piling

As is often the case in refurbishment projects, access and head room can be limited, and this often requires more specialist interventions such as contract lifts. Our mini piling rigs can be configured to install piles in the most difficult of spaces and in limited headroom situations.

Underpinning and Structural Jacking

We offer highly specialised underpinning services including the design and implementation of shoring arrangements, confined space safety systems, and a range of other structural support solutions such as Pynford beams, needling and stooling. We are also experienced in providing structural jacking for the transfer of loads from temporary works to new permanent works when underpinning and when creating structural openings.

Low emissions piling

With careful consideration of the ground conditions, we can optimise pile designs, by for example reducing pile diameters which reduces the quantity of material used with consequential benefits of reducing embodied carbon. Addition benefits can often include reductions to the amount of soil disposed and reductions to the amount of fuel consumed on site. We can also use a range of low carbon concrete mixes for certain permanent works concrete elements (subject to low levels of stress) such as bearing and secant piles.



World First KLEMM
Bohrtechnik GmbH
710-3G

MODERN AND SUSTAINABLE RIG CAPABILITY

We own and operate 20nr modern piling rigs from 1 tonnes to 107 tonnes. In January this year we invested in the first KLEMM Bohrtechnik GmbH 710-3G piling rig to ever land in the UK. This means we now have the capability to install 813/750 diameter piles in headroom as low as 5.0M.

Our fleet is predominantly fitted with fuel efficient Stage V engines which are regularly maintained by our support team. Many of our rigs are compatible with HVO fuel.

CONCRETE STRUCTURES

- Morrisroe Ltd is one of the UK's premier concrete frame and civil engineering contractors. We provide best-in-class basement and high rise concrete frame solutions.

Basement design and construction

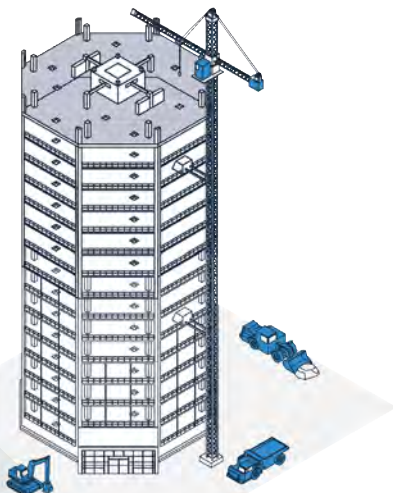
We have extensive expertise in all elements of substructure works which we can deliver individually or as part of a basement package. Our portfolio of projects range in size from large and deep commercial basements (to level -5) to smaller residential schemes. We were able to employ efficient top-down construction methodology and have the requisite capability to manage complex ground engineering and challenging site footprints. Drawing upon engineering expertise from across the Group, we provide integrated substructure solutions from the delivery of a basement box to the design of plunge columns, gantries, crane bases, and pile platforms. Many of our projects are adjacent to or within close proximity of third-party assets, including adjacent buildings, Network Rail and LUL assets, and highways and waterways where third-party approvals and stakeholder issues have to be managed. We have the in-house capability to fulfil the roles of CEM, CRE-C and CRE-D.

Ground engineering

We have developed a capability for highly complex ground engineering works on major projects involving below ground extensions in close proximity to 3rd party assets.

Value-led superstructure solutions

We have been undertaking reinforced concrete (RC) construction projects in and around London for nearly four decades. We offer a range of value-led solutions which may involve post tensioned floor slabs, beams and walls, or the incorporation of precast structural elements.



MODERN METHODS FOR PRODUCTIVITY GAIN (MMC)

We use fully hydraulic climbing formwork systems which are engineered allow for the accurate and fast adjustment of the formwork. The top deck on these systems can store up to 40 tonnes of material, enabling us to reduce hook time.

Best In Class High Rise Construction Methodology

We use the latest state-of-the-art construction methods, technology and practices including the use of hydraulic protection screens, concrete placing booms, hydraulic rail mounted panel formwork systems and climbing hoists and loading platforms. Our skill and experience in the use of this technology ensures the fast, safe and highly precise construction of high-rise structures.

Special Finishes

We can achieve a wide range of concrete finishes, from basic through to high quality 'special' finishes. At UCLE Marshgate, our highly skilled concrete 'formworkers' were able to achieve the architect's vision of a monolithic look to the building as if it was carved from stone, hiding the edges of slabs, soffits and upstands, whilst also providing a range of special concrete finishes and exceptional timber effect concrete finishes over multiple floors to the atrium.



Precast Solutions

Our in-house capabilities coupled with our established supplier base enables us to provide wide ranging precast solutions from stadium terracing to large span precast/prestressed beams for bridges and viaducts, structural hybrid solutions such as twin wall, through to precast columns, floors, walls and stairs for superstructure concrete frames. We can undertake the full structural design and detailing of precast columns, stair flights, landing slabs, beams and core capping slabs which can be a fully precast or hybrid precast/in situ solution. We can also design a variety of innovative connections for columns and stair landing slabs.

Post-tensioning

We provide highly specialised post tensioning design and installation services. Kingscote Design Limited is a designer member of the UK Post Tensioning Association (PTA), and at the forefront of PT design in the UK, undertaking all PT design and detailing work on Morrisroe projects. Our separate specialist post tensioning installation business is a member of the UK PTA and CARES UK approved for bonded and unbonded PT.



PRODUCTIVITY IN ACTION

Data driven and digitally enabled

We collect and analyse data on our core construction activities to assess 'blockers and enablers'. This allows us to respond quickly to make improvements to our operational processes. The 5 ingredients we've identified to enable us to manage our operational performance are:



1. Planning – establishing baseline outputs in advance of the works on site



2. Communication – continual communication across the whole project team



3. Focus – collecting focussed data that measures planned versus actual outputs and enables us to understand 'enablers and blockers'



4. Sharing – continual performance data feedback to the whole team



5. Responding – enabling our teams to make immediate improvements

Reducing cycle times

We employ digital technology to capture real time concrete performance data during the concrete curing process. This enables us to measure early age strength and improve project planning allowing us to reduce cycle times.

Reducing man hours

The innovative construction systems we use combined with the competence of our trade teams enables us to improve programme targets. Our use of digital concrete data collation technology (known as 'Converge data hub') also enables us our site engineers to make significant time savings each day in the handling and managing of wide-ranging technical data sets.

We also use 3D laser scanning technology for as built surveys which saves several man hours each day compared with traditional 2D measurement methods.

PLANT, TRANSPORTATION AND HAULAGE

Plant

Our in-house plant division meets the specialist plant requirements of our projects. We currently own 57,000m² of the latest formwork and falsework systems. We also own a wide range of operated and mechanical plant including tower cranes, excavators of various sizes, dumpers, and other specialist ancillary equipment, including conveyors, mobile and static concrete pumps, hydraulic placing booms, safe screens, safety fans, formwork hoists and generators.

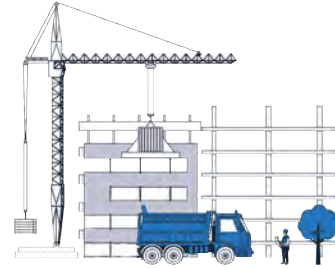
We also own and operate a modern fleet of mini and large diameter piling rigs.

LEZ compliance

Our NRMM plant is fully compliant with the latest NRMM LEZ standards (minimum stage IV engines) to operate greater London and in the 'Central Activities Zone and Opportunities Areas' (CAZ/OA). Our generators are stage V.

Reducing construction emissions

In line with our group commitments to reducing scope 1 emissions, we have purchased a number of fully electric mains operated concrete pumps.



Transportation

Based at a 6-acre premises in Bedfordshire, our dedicated plant transportation fleet is always prepared and ready to deliver plant to our project requirements. Our fleet includes smaller rigid body vehicles as well as articulated tractor units and trailers. Our transportation fleet is ULEZ and Euro 6 compliant and FORS Gold accredited.

Environmental Haulage

We can deliver a range of environmental services in-house. These include haulage and muck away, the production and supply of recycled aggregates, waste disposal, grab hire, and landfill/land restoration.

Our increased control of both transportation and haulage enables us to improve site logistics and achieve greater programme certainty. We are also able to better manage our carbon footprint and provide added levels of assurance regarding the proper handling and recycling of materials. Our FORS Gold accredited haulage fleet is located within the M25.



CARPENTRY, JOINERY AND FIT-OUT

We provide a full range of specialist joinery services from design through to manufacturing and installation. We can design and supply everything from feature staircases, VIP bars, receptions and bespoke screens to high-end leisure and spa joinery. We also have a wide range of joinery options for private healthcare as well as NHS hospital buildings.

Design Collaboration

We work closely with architects and interior designers to achieve the client's design intent. We are able to interpret conceptual ideas, providing advice on the appropriate selection of materials and we design with production and installation in mind.

Joinery Manufacturing

We have made further investment in our machinery for our joinery manufacturing unit in Kent, including a new CNC, sander, and solid timber moulder. Our production facility in Ashford, Kent contains over 55,000 sq ft of space and combines modern day digital manufacturing methods with traditional craft techniques.

It houses both the latest digital manufacturing technology as well as traditional joinery machines. We specialise in volume cutting, CNC routing, machining and edging of panel products, principally chipboard, MDF, OSB, hardboard and plywood.

We also have a state-of-the-art spray shop with drying area and are now one of the UK's leading independent specialist wood-based panel processors. We can produce a vast array of finishes, from raw through to oiled, stained, painted and lacquered finishes. We also provide a range of fire-retardant finishes.





Fit-out

Our joinery installation business is expanding into fit-out work following the successful completion of a fit-out package for Sir Robert McAlpine at One Station Hill in Reading as well as at the Oren for Elysian Residences and the Oakleigh.

Our fit-out capability meets an increasing demand for the seamless delivery of a complete end-to-end and multi-trade fit out service for reception and toilet cores. We can ensure greater control over quality, programme and cost, simplifying project management for our clients by reducing the need for multiple contractors.

This growing capability positions Houston Cox for broader packages of work on turnkey projects and also as a more comprehensive supplier in the interiors space.

The all-round excellence of Houston Cox secured them CN Fit Out Specialist of the Year.



➔ IMPROVING ENERGY EFFICIENCY



We invested in a new insulated roof and state-of-the-art solar panels for our joinery factory in Kent, to improve energy efficiency and lower carbon emissions.



TURNKEY CONTRACTING

As an extension to our core specialist services, we can combine the substantial in-house design and construction expertise of the Morrisroe Group with a main contracting capability delivered by Kingscote Construction Ltd.

Our approach enables our clients to benefit from a complete or 'turnkey' contracting solution where over 40% of a project's value can be delivered by Morrisroe Group businesses. With our forward-thinking approach, we have been demonstrating we can achieve enhanced project outcomes in the luxury residential sector. We now aim to continue demonstrating excellent results on turnkey projects in other markets and to be recognised as a forward-thinking contractor of choice.

Established in 2021 Kingscote Construction delivers large-scale, complex projects across multiple sectors with precision, safety, quality and sustainability at the forefront. We are particularly proud of the quality achieved for the client at our first turnkey project, The Oren, in Hampstead. This has led to our being appointed to deliver another similar development in St Albans, The Oakleigh. Piper joinery manufactured and delivered joinery for several key areas such as the restaurant, private dining suite, bar area and health suite.

BUILDING SAFETY ACT GOVERNANCE

We have incorporated BSI PAS 8672: 2022 competency framework into our management systems to enhance our offering in relation to Principal Contractor services as a Duty Holder under the Building Safety Act 2022. Specifically, we have suitable processes for change management, MO reporting, record keeping and data management to align with 'Golden Thread' requirements. We have also been developing Building Safety Act specific quality processes around subcontractor appointment and material procurement. This positions us for future projects involving higher-risk buildings.



DELIVERING LUXURY RETIREMENT LIVING



The Oakleigh
St Albans

We are delivering 40 cottages and 80 apartments across three 2-storey concrete framed blocks for our second later living retirement village for Elysian Residences. Project milestones included topping out in May 2025 and completing the show cottages and steelwork to the apartment block roofs in October 2025. The substation went live in January this year. We are currently involved in some extensive landscaping works. There has been seamless coordination between all trades and an exemplar approach to safety and community. The project has achieved a CCS score of 44/45.

TURNKEY CONTRACTING