

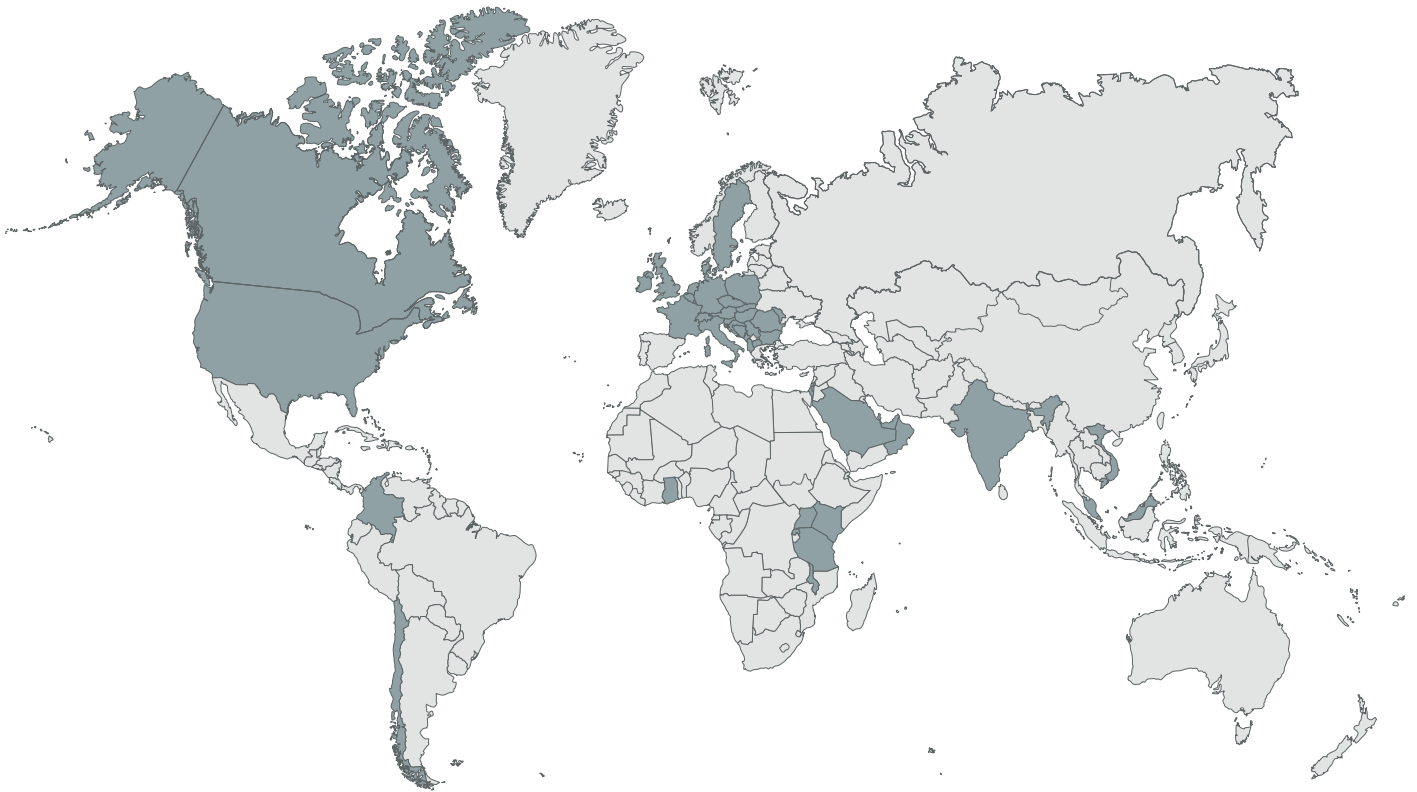
55 Years STRABAG in Kenya



STRABAG
WORK ON PROGRESS

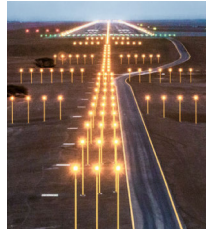
STRABAG Group

Since many decades STRABAG International as part of STRABAG SE Group is worldwide active as Contractor to realize large construction projects.



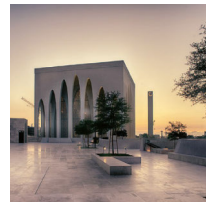
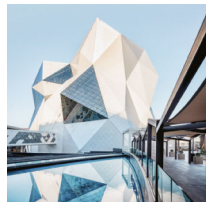
STRABAG Group

- Founded 1835 in Austria
- Leading European Construction Company
- Employees around 79,000
- Output volume > € 17 billion
- >700 locations in more than 80 countries
- >11,000 projects annually executed
- Ranked 5th on ENR's 2022 Top 250 International Contractors



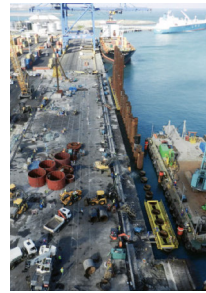
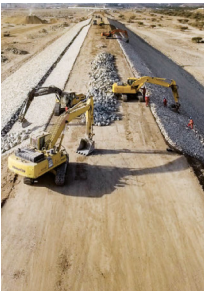
Transportation Infrastructure

- Roads
- Airfields
- Railway



Building Construction

- Turnkey Construction
- Industrial Facilities



Civil Engineering

- Dams
- Water Pipelines
- Water Treatment Plants
- Microtunneling
- Hydroelectric Power Plants
- Harbour Facilities
- Mining Industry Support

A highly innovative Group

Research. Development. Innovation.

Central Technical Division

Technological Competence. Technical Excellence.

- > 1,000 engineers at 30 locations.
- Group wide support for all technical and technological challenges.
- Application, administration, and research of patents for the entire STRABAG Group.

STRABAG Innovation & Digitalization (SID)

Driving digitalization projects of the Group.

- > 200 employees.
- > 400 different innovation and digitalization projects.
- On the basis of BIM multi-dimensional data model, we ensure a high level of security in terms of cost, design and scheduling.

Materials Technology Competence Center

Quality Assurance, Optimisation of Technical Processes and Occupational Safety.

- > 800 employees at 130 locations in around 20 countries.

Machines, Equipment, Material, Logistics (BMTI)

Central service division for logistics and equipment: Coordinates and maintains an equipment portfolio with

- a value > € 4 billion
- e.g. 710 cranes, 1,680 wheel loaders, 3,300 rollers, > 1,200 trucks, > 20,000 cars for the benefit of all members of STRABAG Group.

STRABAG meets Africa

Already in the 1950s, we started to look beyond national and European markets. This also included the African continent where the first contract has been signed in 1955 in Nigeria followed by more than 700 km of new roads and road expansions.

We did not limit ourselves only to one African country – for example in the early 1960s bituminous sealing for a dam project in Namibia has been applied.

With the start of German development aid, the engagement of the World Bank and the International Monetary Fund, our activities in Africa increased further. The major share of contracts was in the public sector such as for roads in Cameroon, Somalia, and Madagascar. Contracts awarded by private clients are also within our portfolio - such as road and railroad projects in Liberia.

Between 1964 and 1967, in Togo we constructed a railway line leading to the port of Lomé. Morocco provided us the chance to demonstrate our skills on the Ait Aadel Dam project.

In the following years, numerous projects were added, we expanded towards East Africa for example in Kenya, where STRABAG was able to establish itself despite strong foreign competition.

Our success in Africa is based on engineering skills, execution knowhow, quality, and reliability, which convince the African customers. This had earned us an excellent reputation even beyond national borders.

[Our activities in Africa incl. project videos can be found here:](#)



This prestige is also due to the fact that the local population has a stake in our success. Talented local staff and labor have always been attracted, employed, and trained on the challenging construction sites. Furthermore, we can provide them prospects for working with other world-wide operating STRABAG entities. Consequently, we have already sent colleagues from Kenya in multiple countries in Africa, the Middle East and others. Following this development, we can offer our employees opportunities in leading roles and responsibilities within the STRABAG Group. This allows the employee to provide oneself and one's family with a good standard of living and also enables the next generation to have access to a qualified education. And we get loyal employees who often work for us for many years or partly decades.

A success story for STRABAG and for Africa that began almost 70 years ago ...





STRABAG in Kenya

Since the early 1960s, we carried out the first construction projects in East Africa. In most cases, these were infrastructure projects financed by international development organizations, which were intended to create better transport routes in the countries and thus improve mobility, minimize travel times and the risk of accidents.

In 1968, our first job in Kenya was on Kindaruma Dam, placing an asphalt sealing on the dam, one of our specialties in relation of dam construction and applied until today as alternative to other construction methods. By 1971, we have been awarded four road construction contracts with an overall length of 170 km.

Apart from infrastructure projects we continuously focus on water storage and supply projects enabling farmers to increase their crop harvest and secure safe water supply to the population.

In 1993 the establishment of STRABAG as a local company in Kenya was finalized in the time when we completed the contract for the Third Nairobi Water Supply Project including Ndakaini / Thika Dam and the road rehabilitation works between Timboroa and Eldoret. The establishment of local office strengthened our commitment to Kenya and continuous engagement in the country.

Further contracts followed in road and water sectors. As a next significant road project, we won and successfully executed the rehabilitation of Nairobi – Mombasa Road, Section Sultan Hamud – Mito Andeid, whereby 94 km road have been reconstructed and extended accompanied by 37 km of new road.

As the last major project, we have recently completed the 40 m high and 1.1 km long Thiba Dam in time and cost, an important project for increasing the rice and crop production.

We are proud that our projects like Ndakaini / Thika Dam and Mombasa Road have become symbols of our quality work in Kenya with decades of low maintenance after completion.

Interview with our Country Manager Kenya



James KARANJA
Country Manager Kenya
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I started at STRABAG all the way back in 1990. By that time I was still a junior, fresh out of university and this was only my second job. When I started as a Assistant Quantity Surveyor on the Tomboroa Eldoret Road I was really nervous, but I was welcomed into the team and trained further for that job. I think this is part of what drew me into STRABAG – the culture and the satisfaction of doing reliable and quality work. Something that STRABAG for me was always a symbol of. What I also always highly respected was that STRABAG wanted to do things the right way, straight forward and not taking shortcuts or compromising on lower standards. The quality driven work that STRABAG stands for was, what always inspired me, same as the focus on its people.

And this people focus is also what then defined my life and that of my family. I moved in my career to Quantiy Surveyor on Ndakaini Dam and then STRABAG send me the first time abroad. I moved with my family to Dar es Salaam and worked as a Deputy Site Agent. We first constructed TownShip Roads in Dar es Salaam and then proceeded to establish a lasting presence in Dar es Salaam, doing local road and small projects.

In the following decade STRABAG gave me the oppourtunities to join projects in Kenya, Tanzania, Uganda and Rwanda in different roles such as Deputy Project Manager, Tender Manager or Contracts Manager. During all these years, STRABAG has provided training opportunities for me both in-house and in reputable international institutions to improve my professional skills. My stable monthly income paid before due date without fail has helped my extended family to achieve university education both locally and abroad. It was also always important for me to give something back to the community. So, with the luck I had with STRABAG, I always supported children in need, paid their school fees or helped them to achieve university education.

The journey with STRABAG has become nowadays the journey of my family. And it was so far always an educative, challenging, staple and overly exciting one.

Now, as I'm taking the responsibility as the STRABAG Country Manager for Kenya, it is also my responsibility to continue STRABAG's successful journey in Kenya. But with the values and spirit of STRABAG I am not concerned. We will continue the business success as well as keeping the continuity through the transfer of knowledge and taking care about the young generation that I'm sure will find the same excitement with STRABAG that I had. The team spirit of the staff is true to the core of STRABAG Family.

What STRABAG can offer to their clients which makes the difference to our competitors?

- STRABAG technology innovative approach and commitment to deliver quality infrastructural projects on time and cost is key to success. With a pool of over 1,000 of specialized engineers on standby emerging challenges are easily solved in a timely manner.
- Training of local staff both in-house and overseas is an indelible mark on skills transfer with direct impact on job creation and economic growth as the locals will be in order to handle complex projects on their own.
- STRABAG with several branches in over 80 countries worldwide can not only provide construct but also offers EPC and EPC+F.

Selected Construction Projects in Kenya



Thiba Dam

- Dam construction with height of 40 m incl. hydromechanical and electrical works
- Executed for National Irrigation Board
- 03/2018 – 11/2022
- KES 8.2 billion



Nairobi – Mombasa (A109) Road Rehabilitation

- Section Sultan Hamud – Mito Andei
- 94 km road reconstruction and 37 km new construction incl. bridges
- Executed for Ministry of Roads and Public Works
- 04/2003 – 03/2006
- KES 13.1 billion

Kisii Sewage Project

- 40 km PVC pipe and 7.5 km concrete pipe laying, sewage treatment works
- Executed for Ministry of Local Government
- 1995 – 1997
- KES 1.6 billion



Third Nairobi Water Supply Contract C208

Ndakaini/Thika Dam

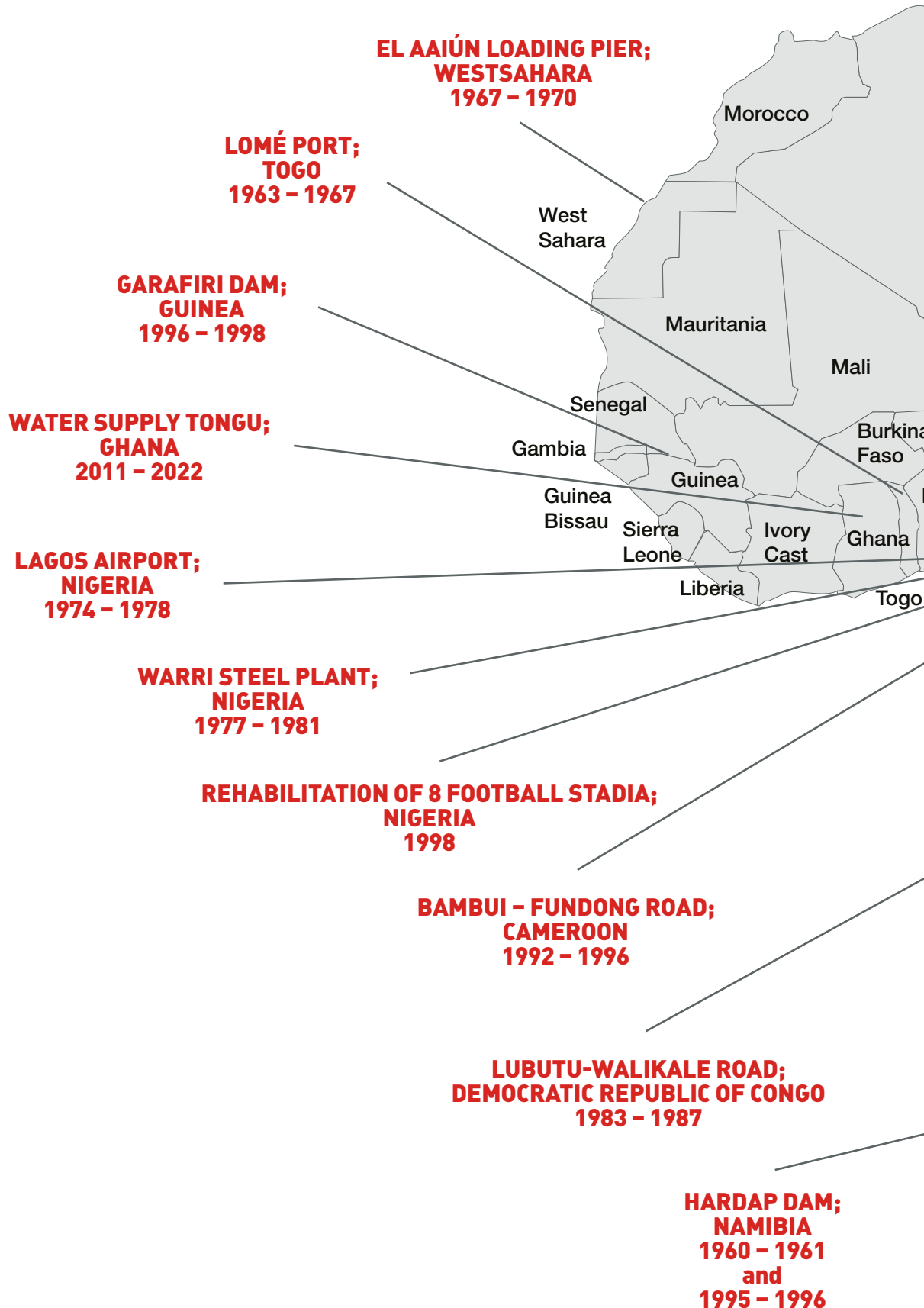
- Executed for Nairobi City Commission
- 1990 - 1993
- KES 12.2 billion

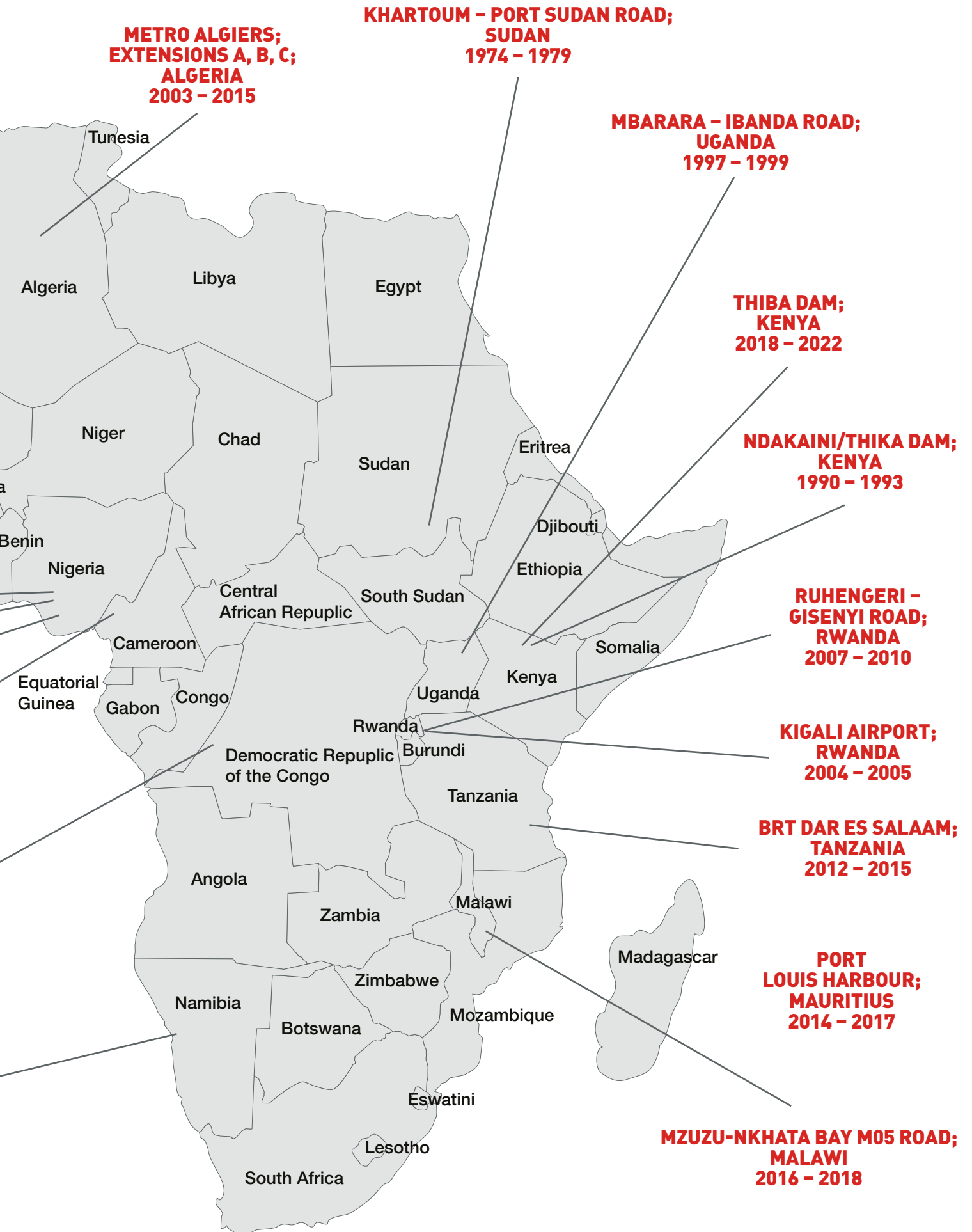
Third Nairobi Water Supply Contract C207

Tunnel And Intake Structure

- Executed for Nairobi City Commission
- 1989 - 1992
- KES 4.5 billion

STRABAG's Flagship Projects in Africa – an Overview





Flagship Project Thiba Dam in Kirinyaga County

Project Data

Construction Period: 2018 – 2022

Contract Value: KES 8.2 billion
Moving of 1.100.000 m³ rock and soil

Site team (at peak times): up to 700 employees locally from Kenya and additional staff from 17 different nationalities

About 130 km northeast of Nairobi, one part of the national Vision 2030 development strategy has been realized. The construction of the 40 m high and 1.1 km long Thiba Dam, executed by STRABAGs experienced team in dam construction, created a reservoir ensuring the year-round water supply for the surrounding area and enabling the irrigation of larger areas of land and to stabilize agriculture cultivation in order to make Kenya less dependent on rice imports. The reservoir's storage capacity of about 15 million m³ has the potential to double the rice and crop harvest from its current 80.000 metric tons. The project with contract amount of KES 8.2 billion has been funded by the Government of Kenya in partnership with the Japan International Cooperation Agency. We, as STRABAG are proud to have contributed with our colleagues and expertise to this success story. Despite challenges, our team with the Engineer and our client NIA, delivered the dam in time and kept the construction cost even below budget.

**RELIABLE
WATER AVAILABILITY**

**BENEFIT FOR
LOCAL FARMERS**

**NATIONAL
FOOD SECURITY**

**REDUCED DEPENDANCE
FROM IMPORTS**

**THIRD HARVEST
SEASON**



Special Challenges and Solutions

Short construction period and complex execution process: efficient LEAN.Construction and working day and night.

Insecure public utilities throughout construction: generating of own electricity, establishing of own water supply and providing for wastewater treatment through biological clarifiers.

High standards for environmental protection: using integrated management system including environmental protection guidelines with own on-site responsible person for site installation and construction activities.



Other Entities in Africa - STRABAG Water Technologies

STRABAG Water Technologies operates as a specialist in the field of water and wastewater treatment in various selected markets, of which Africa is the largest. Africa has always been a focus when developing water projects with local authorities, starting with the construction of 250 km water mains, drilled boreholes and water reservoirs in Ghana in 2000. Since then, STRABAG Water Technologies, has carried out further sustainable projects such as drinking water treatment plants and networks in the Volta Region in Ghana. These projects were executed as turnkey projects including the project financing. The current flagship project under construction in Ghana is a drinking water treatment plant in Sekondi-Takoradi with a capacity of 100,000 m³ of drinking water per day.

STRABAG Water Technologies provides its African customers a comprehensive spectrum of expertise, incorporating specialists in various fields including process engineering, civil engineering, mechanical engineering, and electrical engineering. Additionally, we offer our knowledge in export, project financing, and operational management.



Interview with our Business Unit Management



Felix Brühl
 Technical Business Unit Manager
 Sub Sahara Africa
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Jens Althoff
 Commercial Manager of Business Unit
 Sub Sahara Africa and Business Unit Dams
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Interviewer: Hi Felix, Hi Jens. Thanks for your time. First of all: You asked me to call you by your first name, why?

Jens: Construction is a bit of a traditional business. But I have been working the last decade in the IT Sector where everyone is on a first name base. So, when returning to STRABAG I just continued this with all my colleagues in all countries.

Felix: We are with all our employees and colleagues on a first name base nowadays. Here in Kenya same as in Germany and our other locations. For us, this is part of being one STRABAG-Family worldwide.

Interviewer: STRABAG is celebrating now 55 years STRABAG in Kenya. So, you're standing in a long tradition. How long are you personally with STRABAG?

Felix: I joined STRABAG in 2003 on the Rehabilitation of Kigali International Airport Rwanda. Afterwards I participated and lead some major road projects in different countries in East Africa for nearly 16 years. In between I decided to do Project Management on a Car Test Track in Belgium. Since 2019 I am running the Business Unit Sub Sahara from South Africa and now Germany. I love it! STRABAG has so many attractive opportunities in regard to major projects, positions and locations, thank you STRABAG!

Jens: I started 2007 at STRABAG. Directly after university and still in probation period I went to Rwanda on my first project Ruhengeri - Gisenyi Road as a commercial manager. I stayed at that time for three years in Rwanda and then afterwards in different positions in Germany. I returned in 2021 as Commercial Business Unit Manager for our Africa Business and recently also took responsibility of Dam Construction.

Interviewer: What is your personal experience in Kenya?

Felix: I joined and completed the construction of the Mombasa Road Project. The local labor force and teams were more than great, and the road is standing like a rock compared to some other roads of competitors. I always said: Knowledge Transfer completed – they can do it without us now. Secondly, I enjoyed the Thiba Dam construction as I am a Hydro Engineer. I have not yet participated on this size of dam projects – but I said it: the Kenyans are strong employees and good teammates. I look forward to continuing to work in the Kenyan construction market.

Jens: Aside from personal visits my first experience was the Thiba Dam Project. I was thrilled not only by the project itself and but also by our professional team. The international diversity on all levels was astonishing and made working really enjoyable. The discussions with our client and potential clients have been hard – but professional and fair despite any challenges. In the end such professional atmosphere makes the finishing of excellent projects as Thiba Dam possible. Not even mentioning the “in time” and “below budget”.



Interviewer: If you're looking at the long history STRABAG has in Kenya. How do you think doing Business has changed?

Felix: STRABAG made its first move just five years after Kenya became independent. I think by that time business was vastly different. During this early time, STRABAG was able to bring new expertise to Kenya in many areas. And we are proud to have done so. Today, Kenya has evolved to the biggest economy and market in East Africa with a strong civil society. Kenya does not need our help anymore. Nowadays, we meet our partners, clients, and competitors in Kenya on eye level – as we do with our employees. We must promote ourselves and offer our experience. And I think we have a lot to offer.

Jens: But some things haven't changed. Our business still depends on people and knowledge. STRABAG always paid attention to that. Not only by employing as much as possible on the local market, but also by offering our employees training on the job and career options at STRABAG as well as outside. I know some colleagues from Kenya and Uganda that are working with STRABAG in second or third generation. We encourage and challenge our employees and, if the chance is there, we send them as expats to our partner divisions. Our senior staff has surely seen all East Africa, but we also send people to STRABAG in Middle East, the UK or Northern Africa. As Felix mentioned earlier – for us this loyalty between us and our team is the core to our success.

Interviewer: And what does the future hold for STRABAG and Kenya?

Felix: In the past we focused often on the infrastructure and road sector in Kenya. Today we are moving to a much wider spectrum of services and will further expand that. STRABAG with its 79,000 employees has so much to offer as one of the biggest European contractors. And we as the Kenyan team can match the group's expertise with the demands of the Kenyan market. While we already have a track record in Kenyan dam construction that we will continue, we are also closely working with the STRABAG Water Technologies team and other group expert teams to develop opportunities to work in Kenya.

Jens: Kenya has been and will be one of STRABAG's core markets. We are aware of the current challenges Kenya is facing. But after 55 years going along with the Kenyan people, we will continue this way. One of our focusses will remain with what we started back in 1968: Water Sector and Dams. We have experienced teams who has proved their ability to deliver punctual and to budget. As a German company this forms part of our core values. Obviously, every company's performance is based on such core values. For us, besides the mentioned values as local partnership, high technical expertise, reliability those are clearly our strive for sustainability and innovation. But above all this is our visions. With our goal to become climate neutral by 2040 we are setting milestones for the whole branch. And while we are not there yet, we choose our Slogan as "Work on Progress" to make clear that all of us will "Hands on" work on this. Part of this progress is our focus on "People. Planet. Progress." for the next years. And in my opinion those group goals are a perfect fit for us in Kenya as well. And values we have been living by already long time.



Voices of our STRABAG family



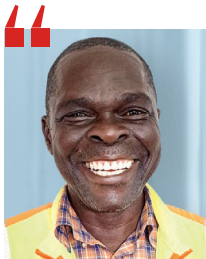
The most thing I love about work of STRABAG is that they care about worker welfare and safety.

Marietha Kagoma,
Senior Store Manager
(from Tanzania-since 10 years with us)



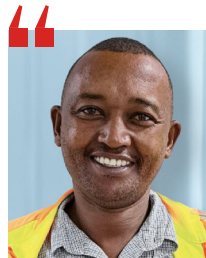
I am important – I feel it.

Raymond Anthony,
Imports and Logistics Manager
(from India-since 25 years with us)



STRABAG has thrived for many years because of job standards, transparency, zero corruption and the way STRABAG trains their staff.

Twaha Kayondo,
Quarry/Crusher Supervisor
(from Uganda-since 25 years with us)



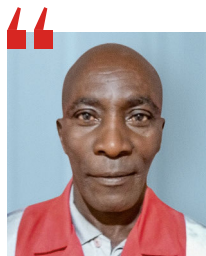
My favorite part of role is when I offer a solution to a problem and it becomes a success.

Edward Kimani
Asphalt Plant Supervisor/Electrician
(from Kenya-since 15 years with us)



Through STRABAG I increase my knowledge capacity and my lifestyle change in different ways. Thanks a lot.

Jeremie Kahumba Maheshe
Concrete Head Foreman
(from Congo-since 16 years with us)



I have never heard of a day in all the years I have worked for STRABAG when people were not paid their dues in time not even the day when the salaries were stolen by armed robbers.

Peter Karanja, Electrician Foreman
(from Kenya-since 30 years with us)



My favorite part of my job is to negotiate for the best interest of STRABAG.

Mustafa Noor
Purchasing Officer
(from Rwanda-since 17 years with us)



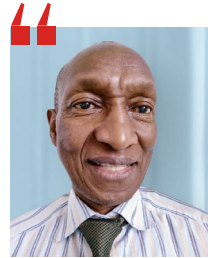
I started as a cleaner, slowly the wife of the Project Manager taught me how to cook German food. Now I am a chef in the STRABAG kitchen!! "and I love it".

Grace Katima
Chef of Kitchen
(from Uganda-since 26 years with us)



My Father already worked with STRABAG. After school I also got my first job with STRABAG – and stayed and got promoted. I especially like the teamwork. This year my son started as a trainee with STRABAG. For us, STRABAG is kind of a family affair.

James Okeng
Pavement Supervisor
(from Uganda-since 25 years with us)



The experience was exciting with new challenges on every project in a different environment.

James Obina
Civil Engineer
(from Kenya-since 26 years with us)



Working as a plumber, there are a lot of risks involved but I am glad that STRABAG is very keen on safety at work and a good health and safety policy.

Alex Ochieng
Foreman Plumbing
(from Kenya-since 26 years with us)



My personal favorite moment is the annual get together party with full interaction of top management with both local and expatriate staff.

Joseph Kalema
Senior Surveyor
(from Uganda-since 26 years with us)



I hope STRABAG goes on to give us jobs until our retirement ages and also for some of our kids to graduate in engineering and join STRABAG as an employee.

Harold Papy
Earthworks Supervisor
(from Congo-since 25 years with us)

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