

D. D. Francis

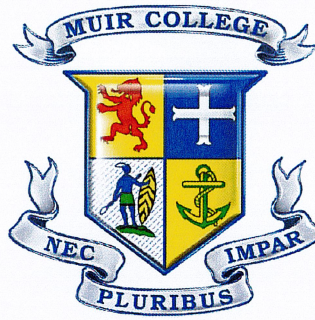
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Muir College and Muir Foundation Masterplan Agreement: The Next 200 Years

The master plan is a roadmap for a coordinated implementation of projects for Muir College. The purpose of these developments is to assist Muir College to enjoy another 200 years of success.

The substance of the agreement is to grant The Muir Foundation the mandate to focus and streamline its efforts to raise funds to develop facilities and programs in support of the development, and to ensure Muir College has a leading position within the broader schooling community in the Eastern Cape and beyond.

By giving Muir Foundation the mandate the following can be achieved:

- Free up valuable time and resources to focus on the execution of a broader vision rather than working on ad hoc and uncoordinated projects, which collectively cost more but the end results in time might actually clash with each other.
- Bring the best skills that Muir and its broader family and connections have, coupled with those in the broader commercial world, to assist in bringing these visions to fruition in a timely fashion.
- Allow clarity for would-be sponsors & donors to see a clear vision and coordination of that vision that has written support from the school.
- Through a coordinated approach, significant funds can be saved through the design and timing of the projects.
- Accelerate fundraising efforts with a clear roadmap. No doubt, the Masterplan is extensive and overwhelming if one tries to ponder its execution in its entirety. However, as with all large undertakings, it is through small, consistent, considered and focused steps that the bigger puzzle will fall into place. It is hoped that the current installation of 3 boreholes is evidence of that step-by-step commitment leading to bigger results.
- The Masterplan will allow for a momentum of delivery through a big picture, but delivered in Phases. The Water Project is a good example of providing a new borehole, which will then lead to a Phase of water treatment works and savings for the school. A similar approach will then be used for the phased implementation of the Junior School and Astroturf.
- Establish with the school areas that might need improvement, like new floors, as an example, which fall under significant maintenance works. If these items are identified early, the Muir Foundation can integrate them into the broader capex program, providing the school with additional financial assistance that would not be

possible without a large capex project. Just a case of quarterly and annual reviews of these items with the school at the SGB meetings.

Key Points to Note:

1. The lower disused open area at the pumphouse level is to be either purchased or a long-term lease gained from the Department of Education. The Muir Foundation will do the following:
 - Raise the funds in collaboration with the school on certain projects.
 - Operate the facility to ensure this has long term financially sustainable.
 - Maintain the facility.
 - Ensure that Muir has first preference on use and bookings of the facility at no cost to the school. Bookings beyond Muir College's use will then be made available to the broader community and charged at rates agreed with the relevant institutions, such as Hockey South Africa.
 - The items that are potentially to be developed in this space:
 - Astroturf/s with floodlighting
 - Hockey pavilion with changing rooms and catering facilities
 - Tennis Courts
 - Padel courts
 - High Performance Centre: hybrid use for Indoor Hockey/ Cricket Nets, etc
 - Gym
 - Café facility
 - Olympic Swimming Pool

2. Projects that are 'on Campus', both Capex and Programs:

The Muir Foundation will look to raise funds for the following items:

New Muir Primary School

Primary School Hostel

Additional Staff Accommodation on & off site

On-site accommodation for touring teams (income-generating opportunity)

NC Dugmore & Sports Academy Project. **See further details below.

New clubhouse overlooking rugby & cricket fields

Floodlighting for main fields

Muir Museum

Automated Irrigation

Additional sustainable water-saving measures, such as water tanks.

Outdoor gym park

Music Facility

Continuous Perimeter boundary wall to replace the old fencing.

Cultural additions in the form of artwork or appropriate outcomes.

Climbing walls, an outdoor bike course, and other potential ideas could benefit the school.

The school will need to allow the Muir Foundation to exercise air rights and below-ground rights, should this be needed in the pump house area and along the boundary line for pavilions, etc. Essentially, it gives permission to place items underground if that is the best solution, and to overhang if a balcony is required.

3. Project Reviews & Agreements:

Each project will have its own separate agreement to ensure clarity on what each party contributes. For instance, the Foundation might raise funds for Muir Primary School, with some funds coming from the Education Department. Items such as project maintenance would be covered by the Foundation's maintenance commitments. Muir College will be responsible for the school's own general maintenance.

It is not the purpose of this agreement to pre-empt or delve into the details of each project agreement, but rather to enable the Foundation to achieve these funding, capex, and project objectives so Muir and future generations remain the ultimate beneficiaries.

4. NC Dugmore & Sports Academy Project:

This project is to work in partnership with the school to achieve the following objectives:

Get the NC Dugmore hostel numbers to capacity.

Retain talent at Muir College through bursaries for school & hostel.

Attract local talent within the immediate Kariega area through bursaries & hostel.

Attract talent across the broader Gqeberha (Port Elizabeth) & Eastern Cape region.

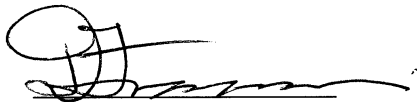
Assist & develop training & recruitment of rugby, cricket & hockey coaches.

Hosting of hockey, cricket, and rugby tournaments when AstroTurf with floodlighting and school floodlighting facilities become a reality. Kariega, since Swifts no longer exists, has no floodlight facilities. This can be a significant benefit to the school over time.

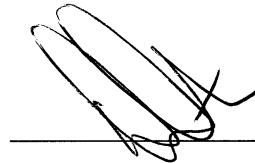
In short, this will be a key ongoing program, unlike the Capex projects, which will be one-off big efforts and fundraising. So whilst the capex projects will offer clear benefits to prospective students, we believe the persistent annual focus on the hostel & Sports Academy will be a key activation and attraction going forward.

This consistent focus on ensuring the hostel reaches full capacity again, and that a clear roadmap and structures for attracting and retaining talent at Muir through coaching and facilities, coupled with the overall school environment.

I trust the above offers a clear framework for both Muir College and Muir Foundation to bring this Masterplan to life.

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D. Francis
Headmaster

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D. Duthie
Fincom Chairman