



ARCADIS

From National to Global Player

Infrastructure

Environment

Buildings

Communications



Presentation FIDIC International Conference 2004

One hundred years of local leadership



From rural development



Dikes



Roads



Harbors



Airports



Rail



Management



Hydro-
power



Industry



Water



Develop-
ment



Tunneling

To full service engineer,
consultant and project manager

Strategic geographic choices



From 'follow the money'



To a leading presence in
main markets

Why acquire?

- Local consultancy engineering based on trust
- Local laws/regulations/codes key in understanding market
- Sense of urgency (no greenfields)

How acquire?

- Target local top 5 firms

Moving in a unified direction

ARCADIS databases



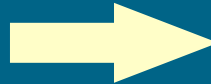
Sharing projects

Human resources



Sharing experience

Technology-exchange



Sharing knowledge

Account management



Sharing clients

Business development



Sharing progress

Uniform naming structure



Sharing awareness

A new name, a new face

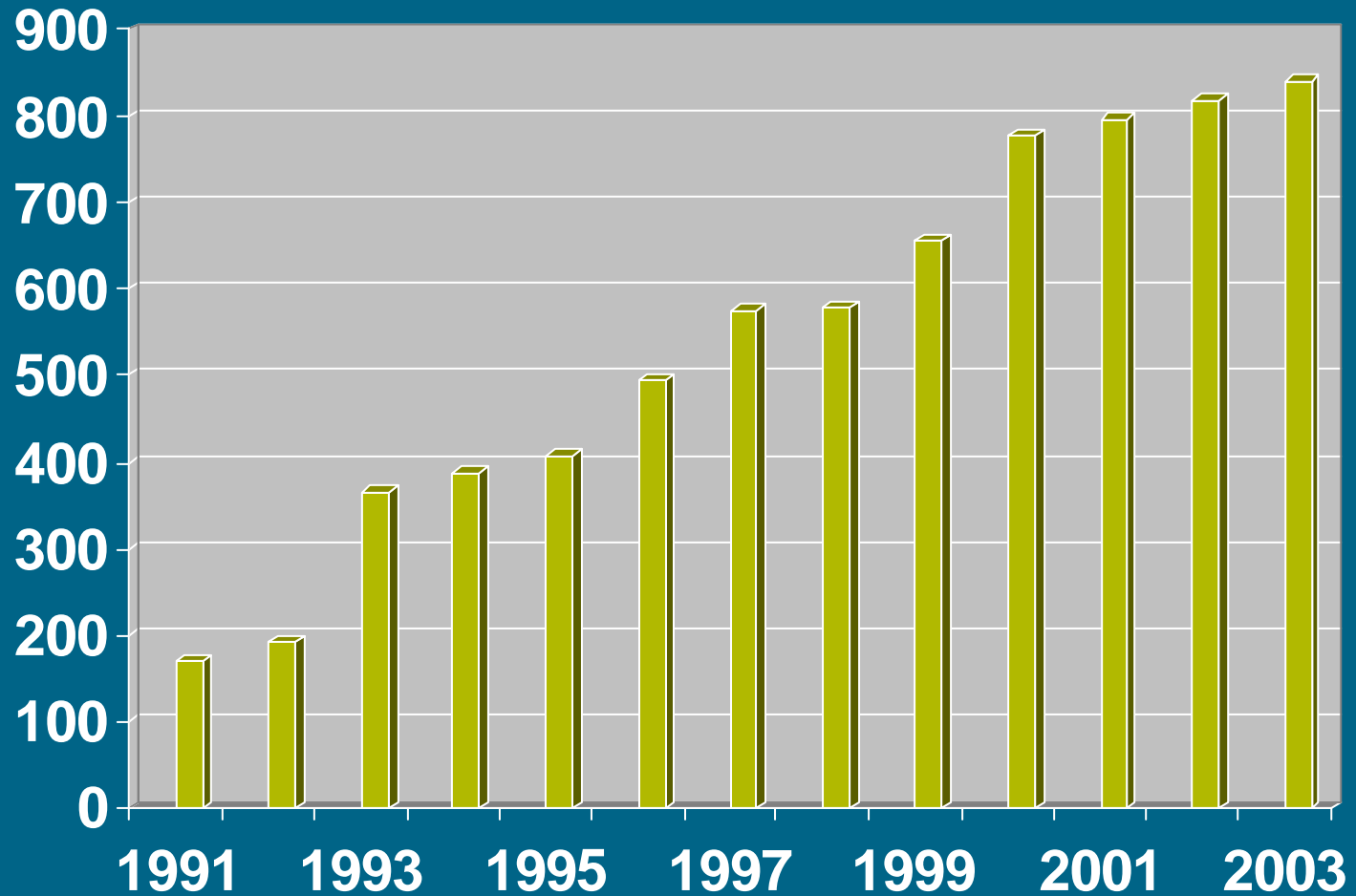


The fire salamander lives on the edge of land and water, where much of our work takes place. It only lives in balanced ecosystems.

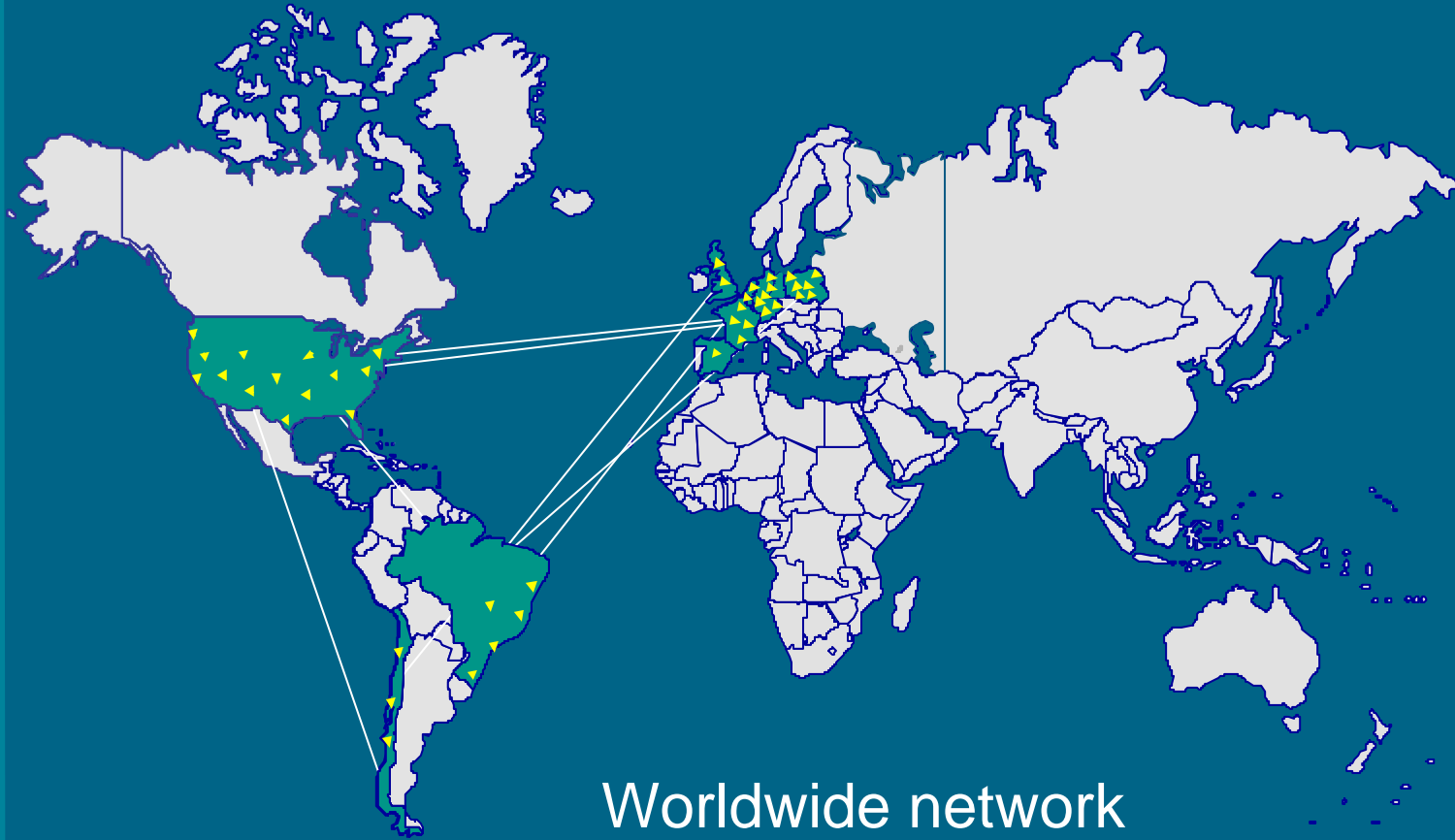
ARCADIS

Our name is derived from 'Arcadia', the best place on earth to live, according to Greek mythology.

Continuous revenue growth



Good geographical spread



Worldwide network
Strong local positions

Great projects

Millau viaduct,
France



Great projects

Fort Gordon
Remediation,
United States



Key issues

- Greenfield development versus acquisitions
- Financial cooperation versus synergy approach
- Individual brands versus monolithic awareness



ARCADIS

Infrastructure, buildings, environment, communications

Part of a bigger picture