

# Globalization in our industry: the ARCADIS case

Harrie Noy, CEO ARCADIS NV

FIDIC 2005 Annual Conference, Beijing, September 2005



# ARCADIS Company Profile

- ARCADIS is an international firm providing management, consultancy and engineering services
- In infrastructure, environment and facilities
- Active in the whole value chain
- Revenue €900, \$1100 million
- Staff of 9300
- Worldwide top 10



# ARCADIS changed considerably

*1990*

- Mainly Dutch
- Divers portfolio
- Hardly civil engineering
- Strong focus on public sector
- Revenue € 150 million
- Privately owned
- Heidemij

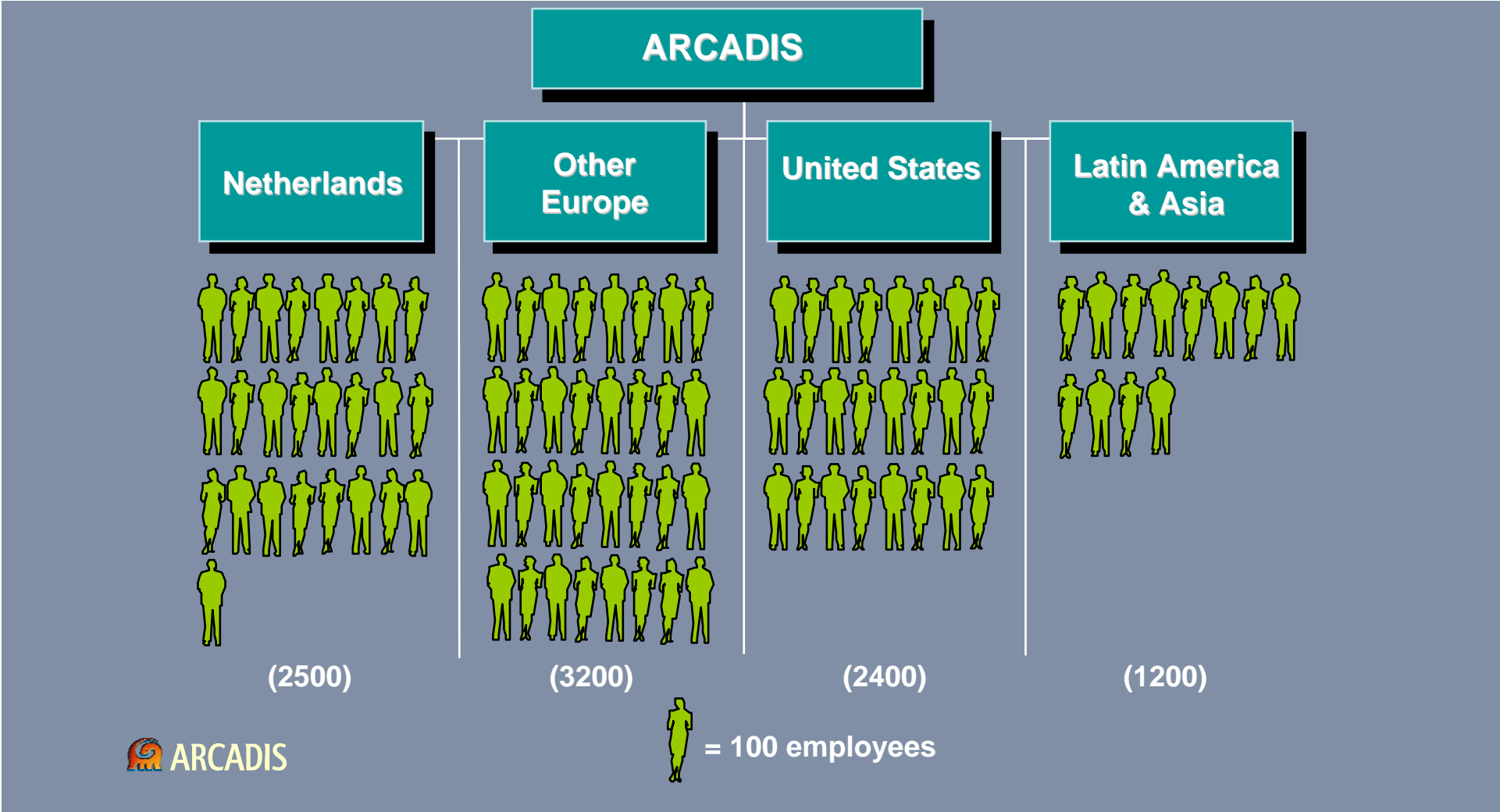
*2005*

- International
- Focused on 3 segments
- Also strong in civil engineering
- Public/private sector: 50/50
- Revenue € 900 million
- Stock listed
- ARCADIS

# Change caused by international expansion

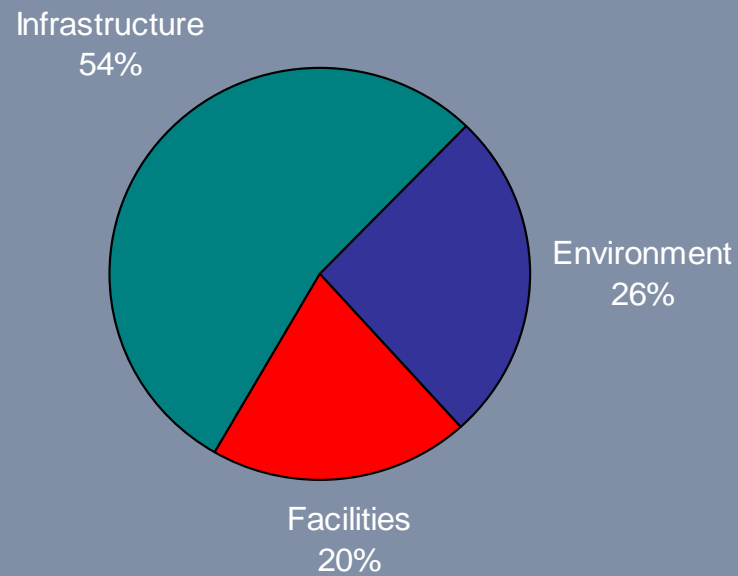


# Worldwide 9,300 staff

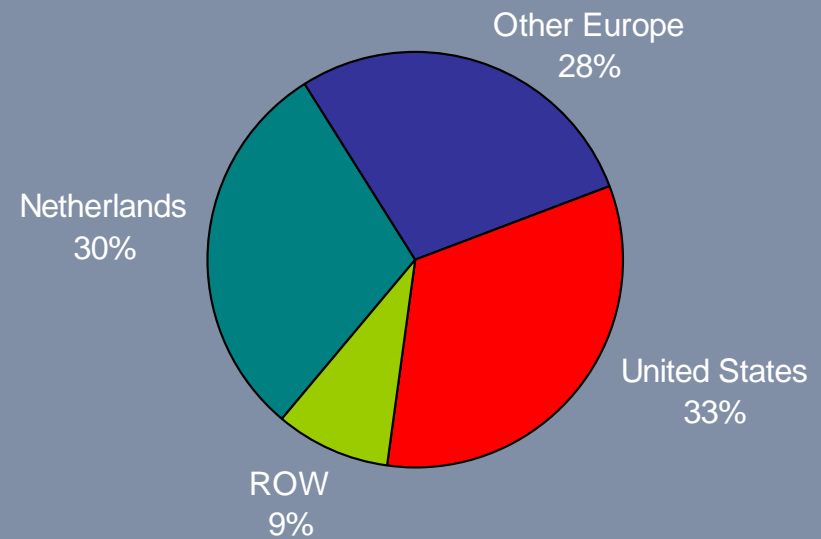


# Distribution of revenues

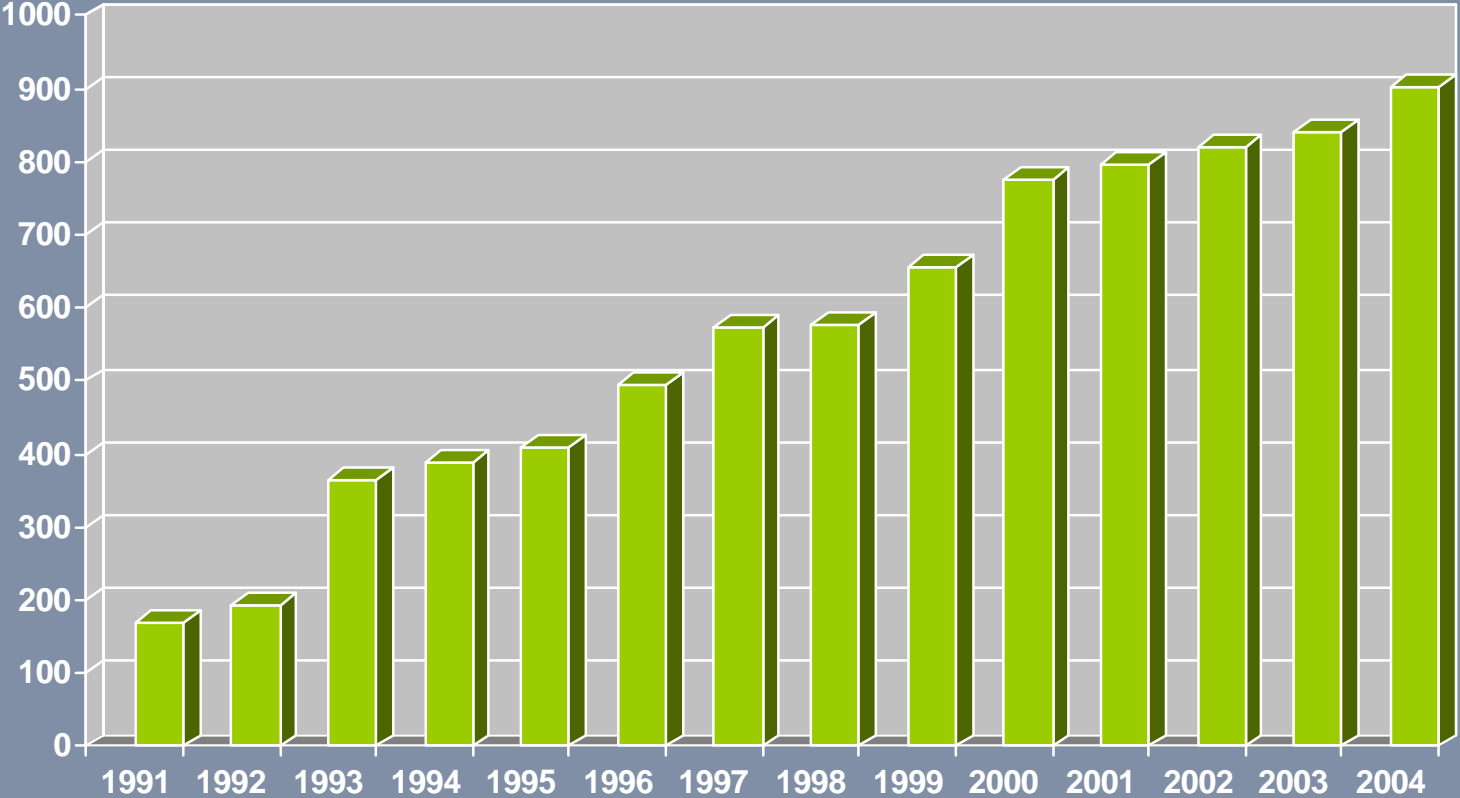
## Activities



## Geography



# Continuous revenue growth



# Strategic drivers for ARCADIS development

- Multinational clients
- One stop shopping
- Home market positions
- One firm concept

*Worldwide network ...*

*...based on strong local positions*



# One firm resulted in new brand



The fire salamander lives on the edge of land and water.

It is very vulnerable for disturbances of the environment.

## ARCADIS

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

*Sustainability as key for our business*

# Firm wide core values

## *Integrity*

- License to operate

## *Entrepreneurship*

- Source for growth through new business

## *Agility*

- Driver for meeting our goals

*ARCADIS General Business Principles for  
guiding behavior of our staff*

# Specific businesses for global growth

## *Infrastructure*

- Rail
- Tunnels & Bridges

## *Environment*

- Remediation, GRiP®
- Multinational clients

## *Facilities*

- World wide project consulting

# Measures to operate as one firm

- Senior Management Committee →
- General Business Principles →
- Uniform name structure →
- Database on projects & staff →
- Staff exchange →
- International meetings →
- Internal staff magazine →
- Management training →
- Employee stock purchase →
- Sharing policies
- Sharing values
- Sharing one brand
- Sharing projects & staff
- Sharing experience
- Sharing trust & vision
- Sharing pride
- Sharing learning
- Sharing ownership

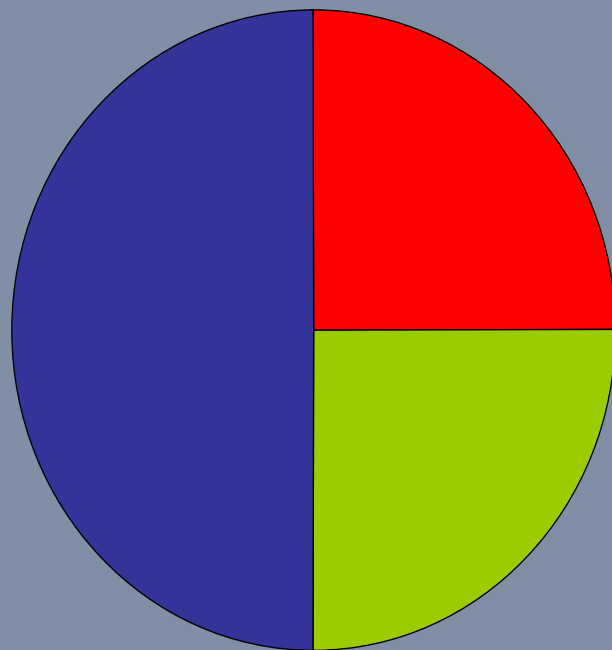
# Success factors for internationalization

- Finding the right partners
- Local image, local management
- Respect of cultural differences
- Common management development
- Active policy on synergy (clients & knowledge)
- Internal communication
- Employee stock participation

*Building cohesiveness is the main challenge*

Thank you

# Shareholders



- Staff
- U.S. investors
- European investors

Shares quoted on Euronext  
and NASDAQ

# Home market positions through acquisitions

## *Acquisitions because:*

- Greenfields are time consuming and vulnerable
- Partners bring local network of relationships
- Local laws/regulations key in understanding market

## *Criteria:*

- Strategic fit
- Quality of management; reputation of firm
- Financial criteria

*Goal is top 5 position in local markets*