

# Grontmij

Sustainable design & engineering

Strategy 2010-2015

12 January 2010



**Sylvo Thijsen**

# Grontmij aligns structure to growth markets

- Grontmij restructures from six geographic regions to three business lines: Water & Energy, Transportation & Mobility, and Planning & Design
- Each business line to be headed by a newly appointed Group Director
- Enhanced strategy 2010-2015:
  - to increase organic revenue growth and profitability
  - to optimise local market positions, and increase efficiency
  - to be complemented by acquisitions
  - cross-border selling and knowledge sharing underpins strategy
- 2010: execution of cost reduction plan, first benefits in second half of the year, and implementation of new organisational structure.

# Three new business lines

- **Water & Energy (approx 30%)**

water, waste, waste water treatment, sustainable industrial processes, industry, energy techniques, renewable energy → all of which are linked by the types of (technical) processes inherent to the work we do.

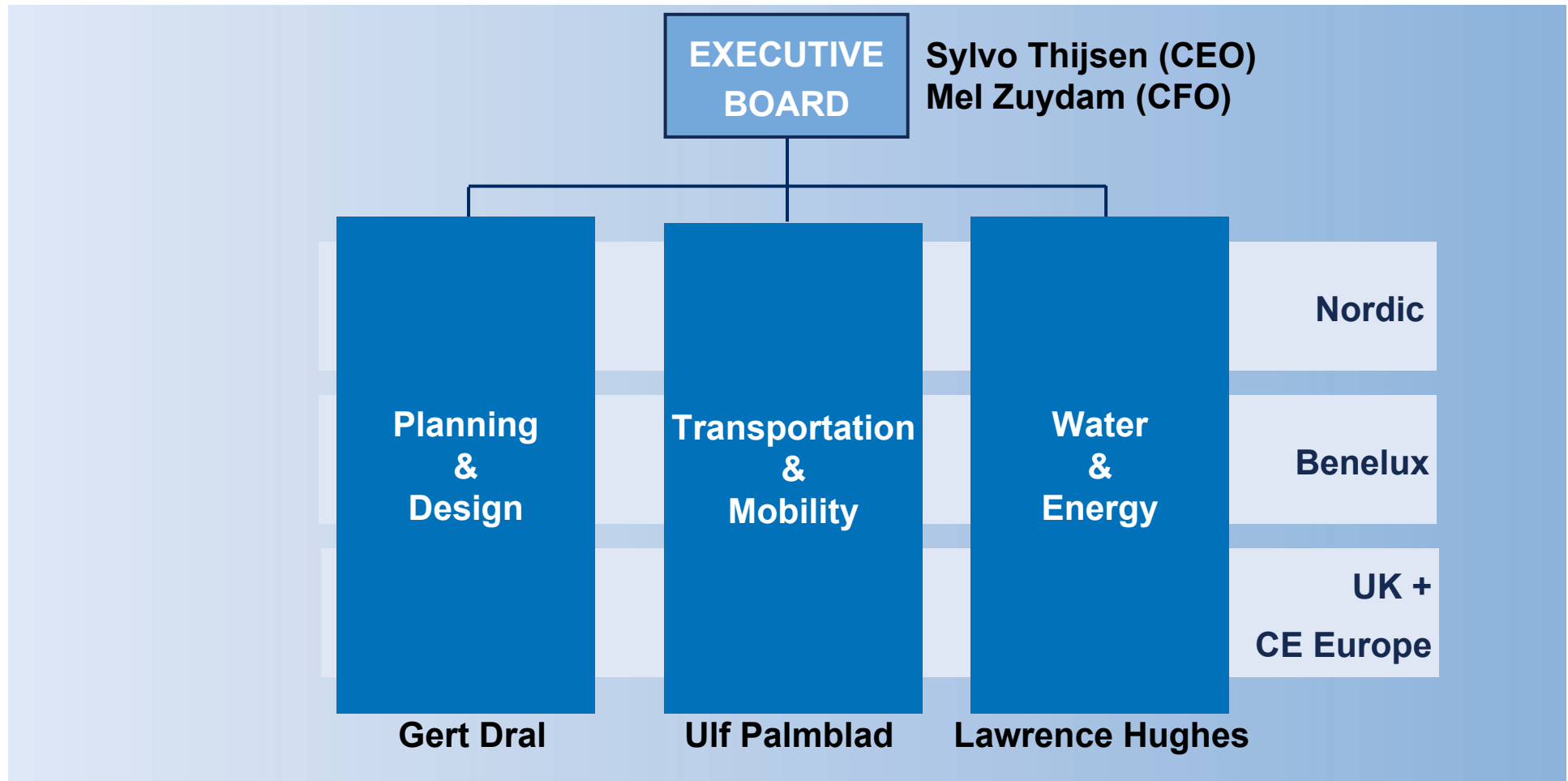
- **Transportation & Mobility (approx 25%)**

mobility management, roads, railways, tunnels, waterways, traffic management systems and airports → all elements of enabling mobility and movement of people and goods.

- **Planning & Design (approx 45%)**

environmental management and design, urban planning, building, construction, land use, leisure and landscaping → everything which influences the places and spaces within which people live and work.

# New top management structure



**Mel Zuydam**

# Financial goals: 2010-2015

## Financial goals: 2010 - 2015

<b>EBITA Margin on Total revenues</b>	<b>9-10% by 2015</b>
<b>Increase of Total Revenues</b>	<b>10-15% (average per annum)</b>
<b>Solvency</b>	<b>± 25-30%</b>
<b>Interest cover (EBIT / Interest)</b>	<b>≥ 5</b>

# Organic revenue growth, increase of profitability and acquisitions

- Cross selling
  - Leveraging customer knowledge, references, skills and expertise across geographical borders
  - Increasing focus on high margin projects and the growth markets of water, energy and mobility
  - Benefit from vendor reduction trend in multinational clients
- Operational excellence, cost reductions and cash conversion
  - Lower working capital & improved treasury management
  - Execution of cost reduction program announced Q3 2009 (cost savings €3-5 mln in 2010)
  - Standardised operation & governance models i.e. ICT and risk
- Acquisitions
  - Strengthening the position in water, energy and mobility and relatively fast growing regions such as Central & Eastern Europe

# Financial Reporting starting 2010

- Full and half year results
  - Revenues and EBITA:
    - Business lines (IFRS 8)
    - Geographic region (Benelux, Scandinavia and UK & CEE)
  - Consolidated Group P&L
  - Group Balance sheet and cash flow statement
  - Qualitative comments concerning market developments in business lines and regions
- Q1 and Q3 Trading update
  - Qualitative comments concerning market developments in business lines and regions
  - Consolidated Group P&L
  - Balance sheet extract (Working capital, cash development)

# Mission Grontmij

## Mission:

Grontmij wants to be the leading European sustainable design and management consultancy for the built and natural environment: planning, connecting and respecting the future.

## Domain of operations:

Delivery of sustainable design and management services to improve our clients performance by safely realising their desired objectives in adapting and mitigating effects of climate change, urbanisation and transportation.