

Bridging the Technological Gap: Achieving Digital Growth

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CHALLENGE

How to Achieve Growth: Digitally and Financially

How will digital transformation affect our business?

How should our design engineering business change it's business model?

How do we fund digital investments?

What should we tell investors?

RECOMMENDATION

How to Achieve Growth: Digitally and Financially

How will digital transformation affect our business?

- Reduction in operational costs
- Increase productivity
- Decreasing billable hours and need for services: negatively affect revenues
- Further redundancies

How to Achieve Growth: Digitally and Financially

How should our design engineering business change it's business model?

- Foster a culture focused on digital growth and tools – internally and among clients
- Increase investment in digital innovation

How to Achieve Growth: Digitally and Financially

How do we fund digital investments?

- Through increased revenue from Smart City projects

How to Achieve Growth: Digitally and Financially

What
should
we tell
investors?

- Clients are open and eager to implement digital solutions
- Your capacity to adapt to change will continue to be an attractive investment option

Challenge

Recommendation

Analysis

Alternatives

Implementation

Financials

Risks and
mitigation

Trained
Employees

Digital
Tools

Smart
Projects

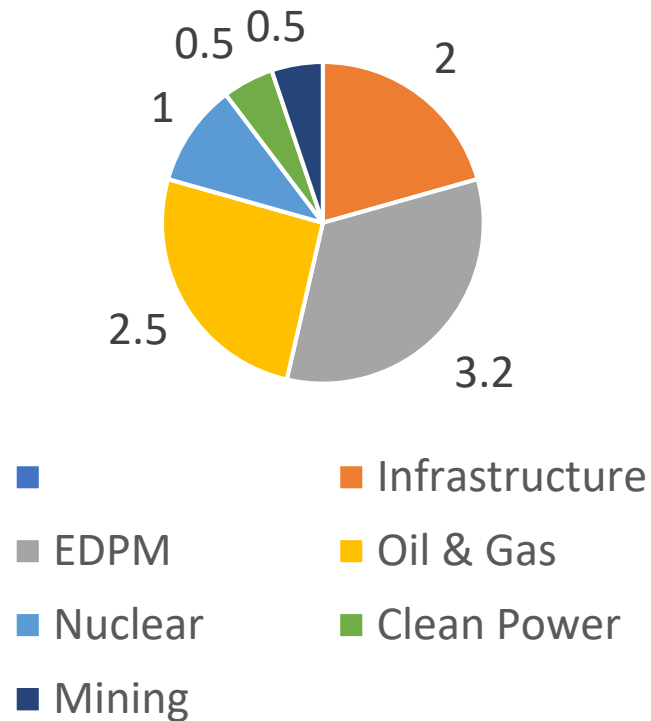
ANALYSIS

- Slow adoption of digital tools
- Knowledge gap between Atkins and SNC groups

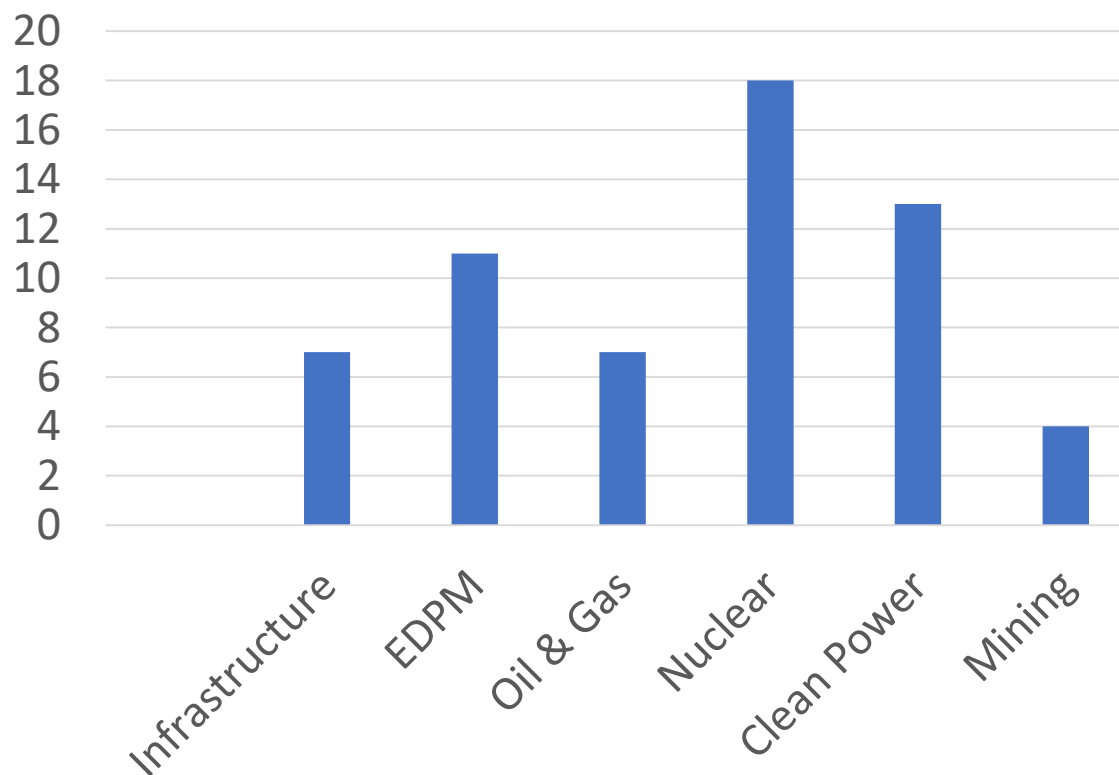
- Opportunity to grow
- Enhanced value chain
- Internationally active
- Attractive for investors
 - Growth and profitability
 - Increased dividends annually

The EDPM sector comes 1st by revenue and 3th by EBIT Margin

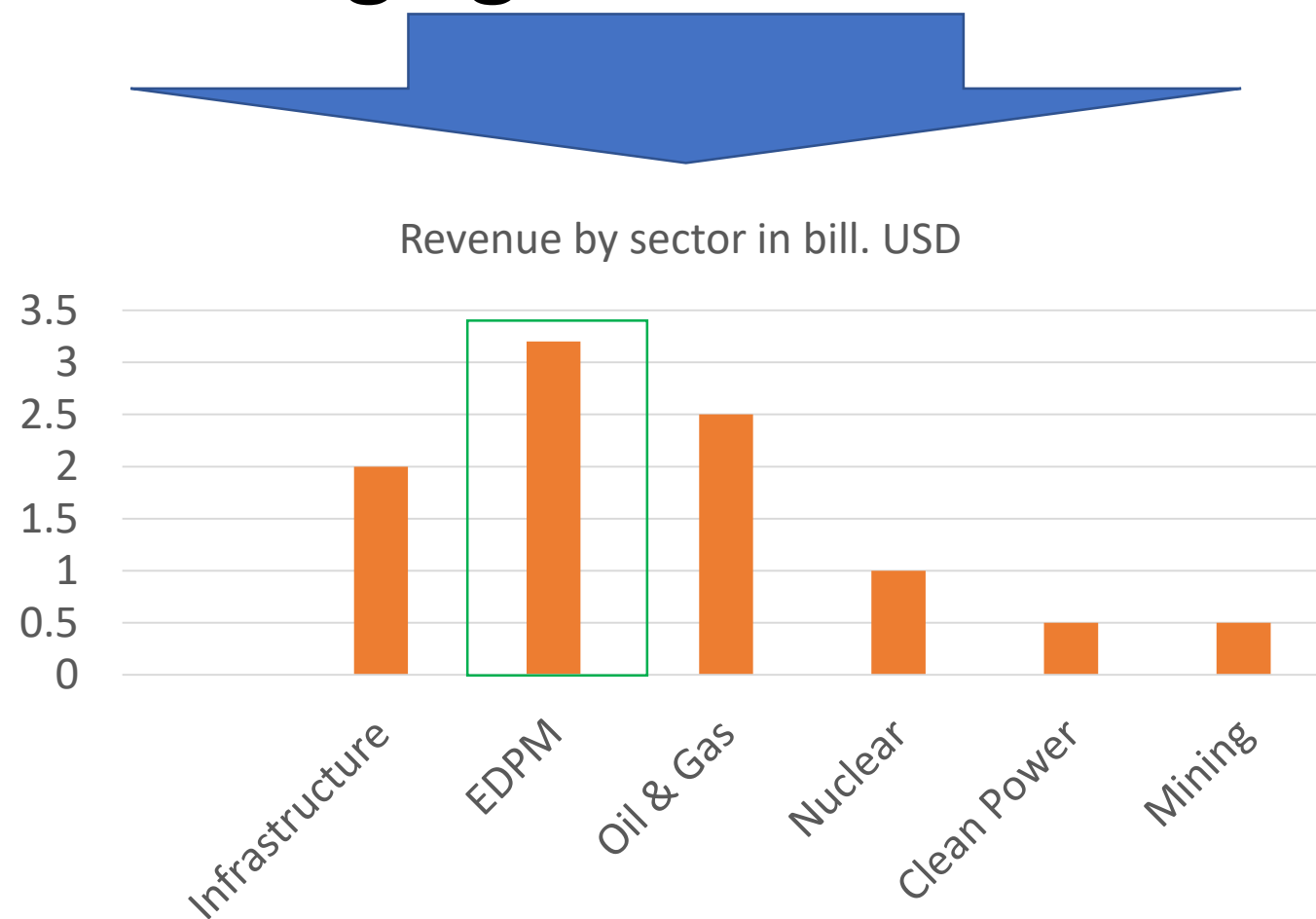
Revenue by sector in bill. USD



EBIT Margin by sector in %

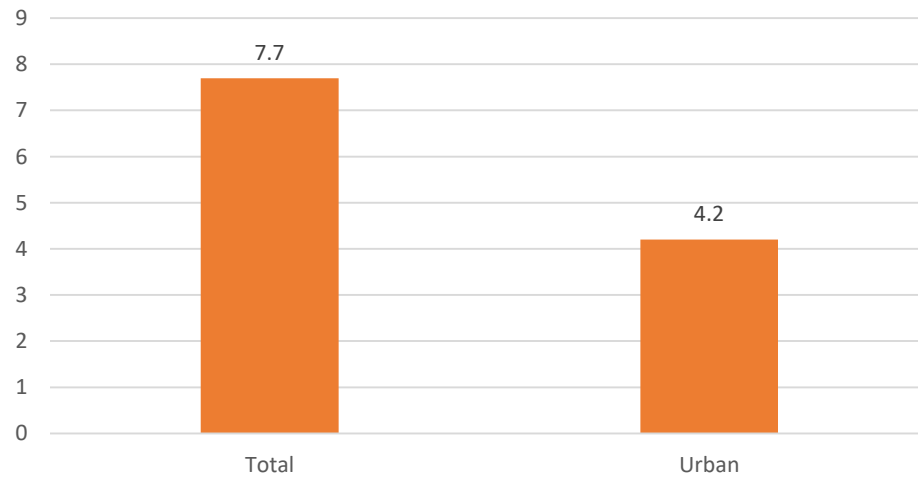


Focus on the EDPM business in the future ensures earnings growth

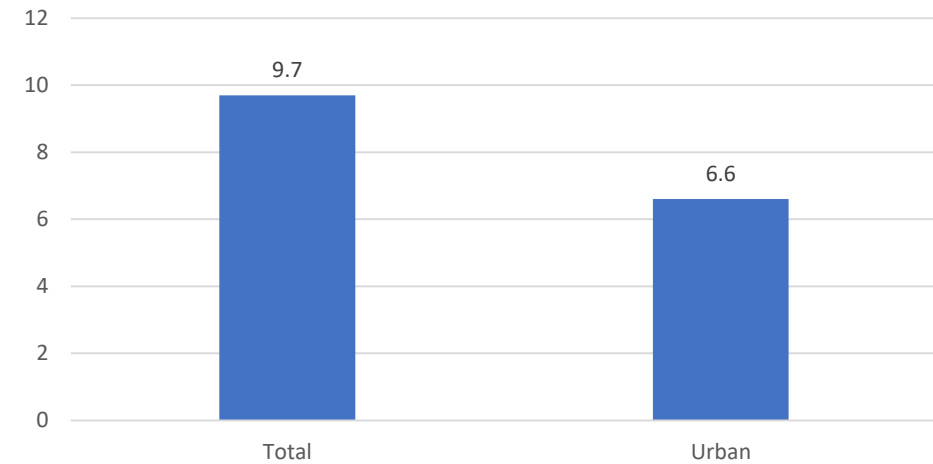


Until 2050 68% of the population lives in cities, compared to 55% in 2018

World population 2018 in bill.



World population 2018 in bill.



CAGR Urban population: 1.5%

ALTERNATIVES

Expand to Asia


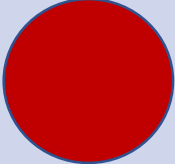


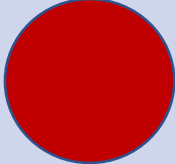









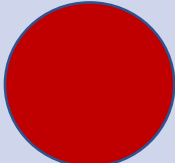
- Expansion into other international markets


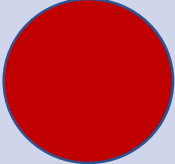


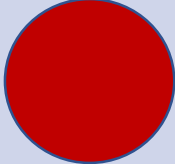









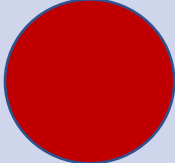
Traditional and innovative services

- Complete the digital ecosystem
- Offer both traditional and high tech services

Strategic Partnerships

- Forming an alliance with a major IT firm

Challenge	Recommendation	Analysis	Alternatives	Implementation	Financials	Risks and mitigation
	Maintain or increase profits/revenues	Customer needs	Market Share	Future business options	Feasibility of implementation	
Expand to Asia						
Traditional and innovative solutions						
Strategic partnership						

Challenge	Recommendation	Analysis	Alternatives	Implementation	Financials	Risks and mitigation
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Challenge

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Risks and mitigation

Traditional and innovative services

Pros

Cons

Meet customer needs

Maintain or improve market position

Future growth opportunities

Cost of continued training

Time consuming to complete digital ecosystem

You will be able to continuously offer the best digital and technological solutions to all customers and avoid being disrupted

Challenge

Recommendation

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Alternatives

Implementation

Financials

Risks and
mitigation

IT Employees

Digital Tools

Smart Projects

Future Actions

*Digital
Taskforce*

Challenge

Recommendation

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Future Actions

Hire employees with focus on specialized IT
(250 highly skilled in IT)

Create “Digitalized Engineers”

Challenge

Recommendation

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IT Employees

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Smart Projects

Future Actions

➤ Add to the AI Business Unit

➤ “Digitalized Engineers” via Workshops
➤ 20.000 Engineers

Challenge

Recommendation

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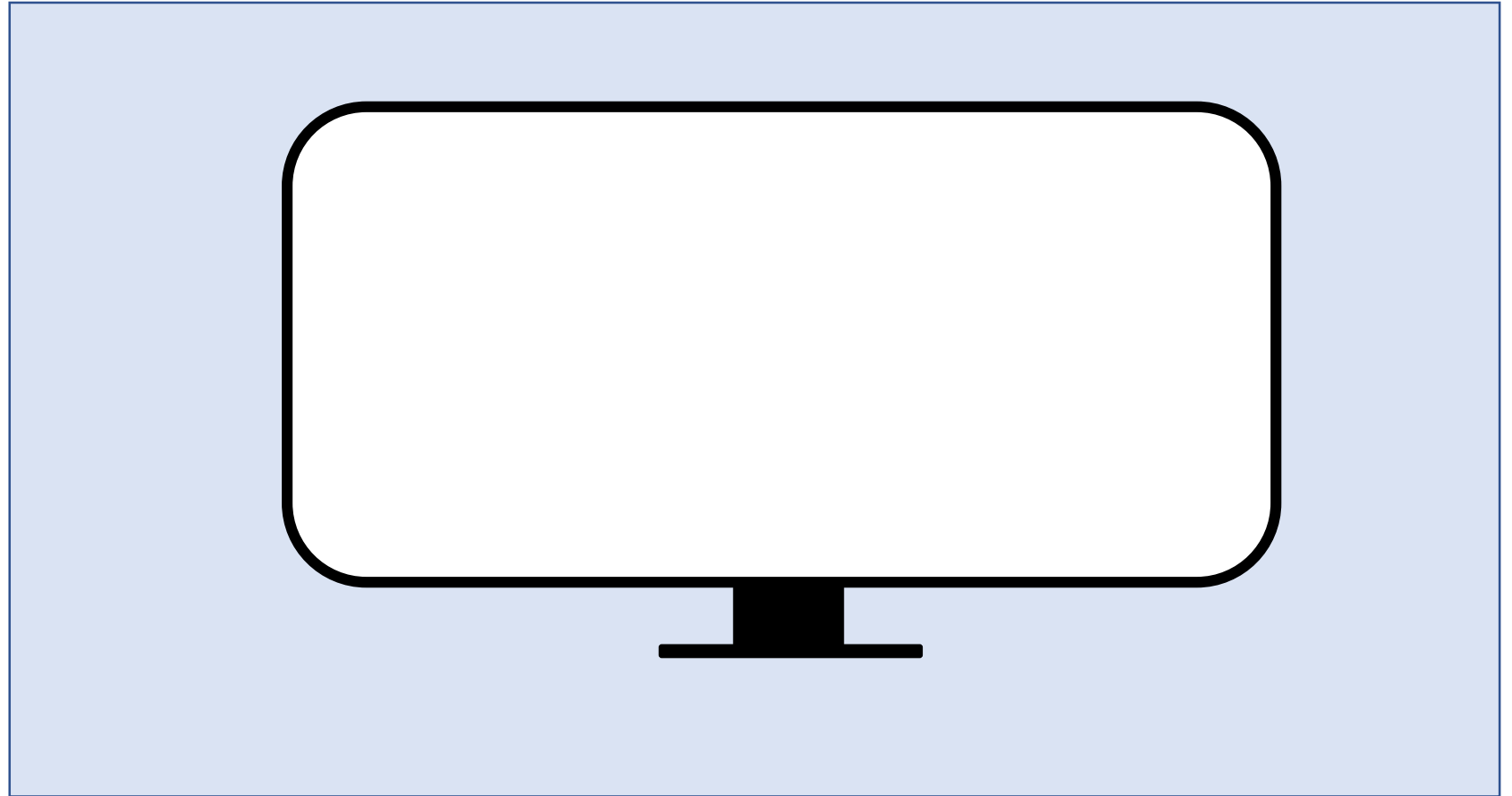
Risks and mitigation

IT Employees

Digital Tools

Smart Projects

Future Actions



Challenge

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Digital Tools

Smart Projects

Future Actions

Invest in most innovative Tools that are used in this Area

Challenge

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Risks and mitigation

IT Employees

Digital Tools

Smart Projects

Future Actions

Smart Cities

Connection Buildings and People

AI, Big Data

Position as a leading Consultancy

Challenge

Recommendation

Analysis

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Digital Tools

Smart Projects

Future Actions

Infrastructure

Clean Power

Action plan

	2018	2019	2020	2021	2022	2023	Costs	p.a. in mill.	
250 IT Employeers								50	
Internal workshops									3
Digital Tools									
							Sum	58	

EPS until 2030

	2018		2030
EDPM			
Revenues in bill. USD	3.2		5.7
EBIt Margin 11%			
EBIT	0.35		0.63
Exp. Growth: 2%		+established projects	0.223
Exp. Growth: 5%		+ Capital	0.299
		Total	0.9
		EPS in USD	5.14

RISKS AND MITIGATION

Challenge	Recommendation	Analysis	Alternatives	Implementation	Financials	Risks and mitigation
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Risks	Mitigations
Consumer lose interest (low)	Train our engineers to push digital tools
Fail in digital transformation (medium)	Constant training
Poor return on investment (medium)	Population growth in urban areas

QUESTIONS?