



IIB DEVELOPMENT GROUP

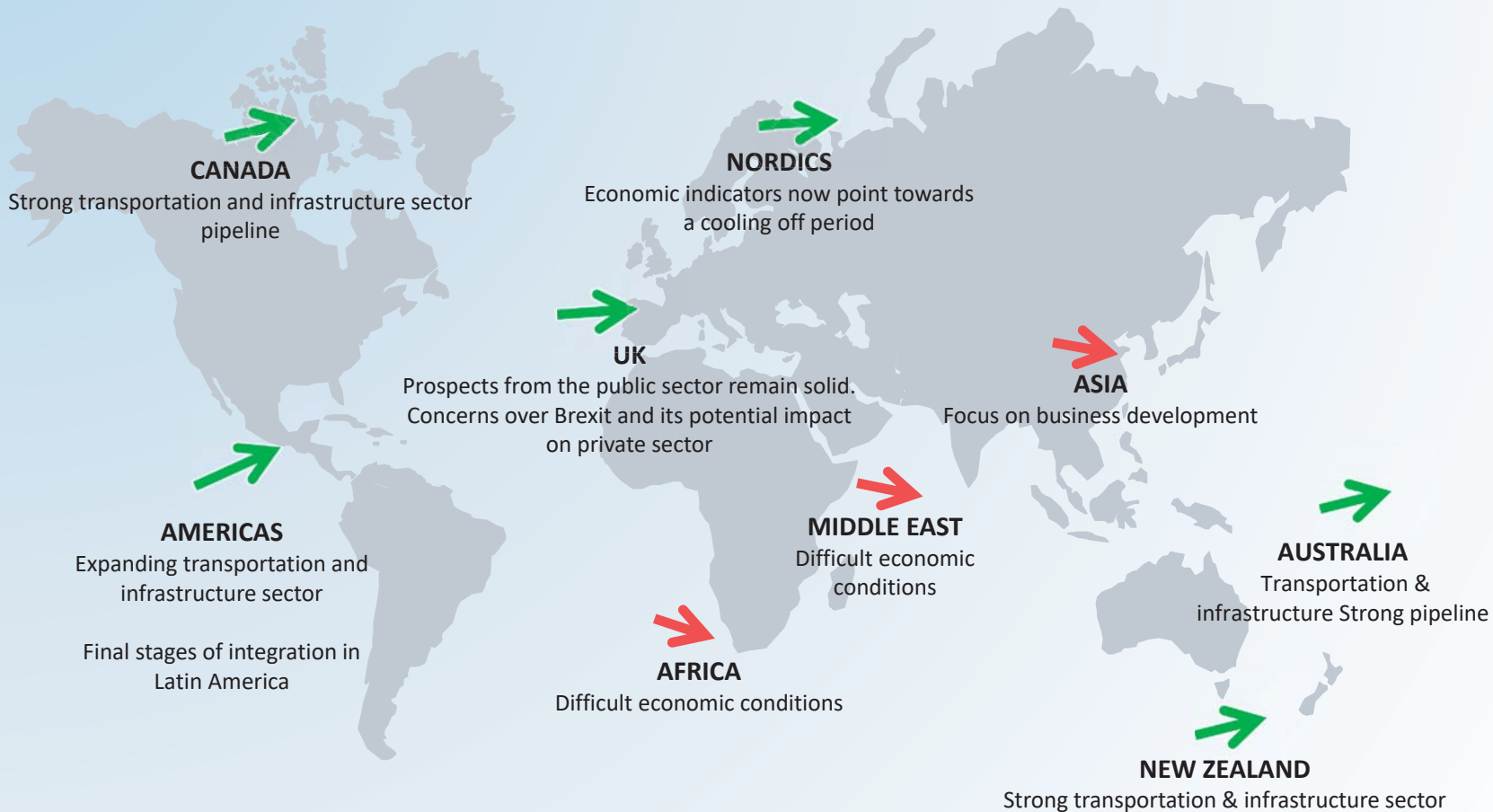
OVERVIEW





IIB-DG Overview

Regional operational outlook

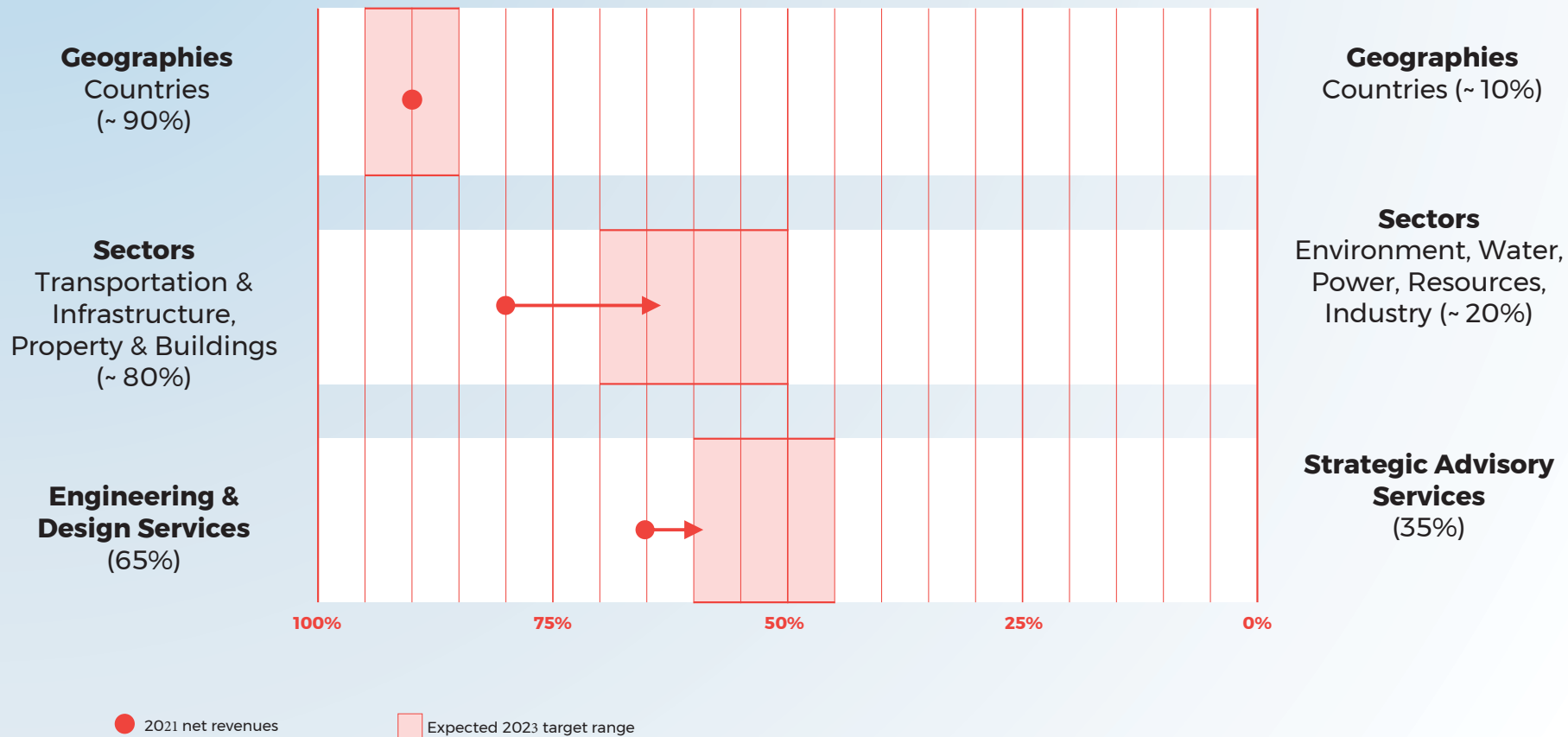


2021-2023 Global Strategic Plan

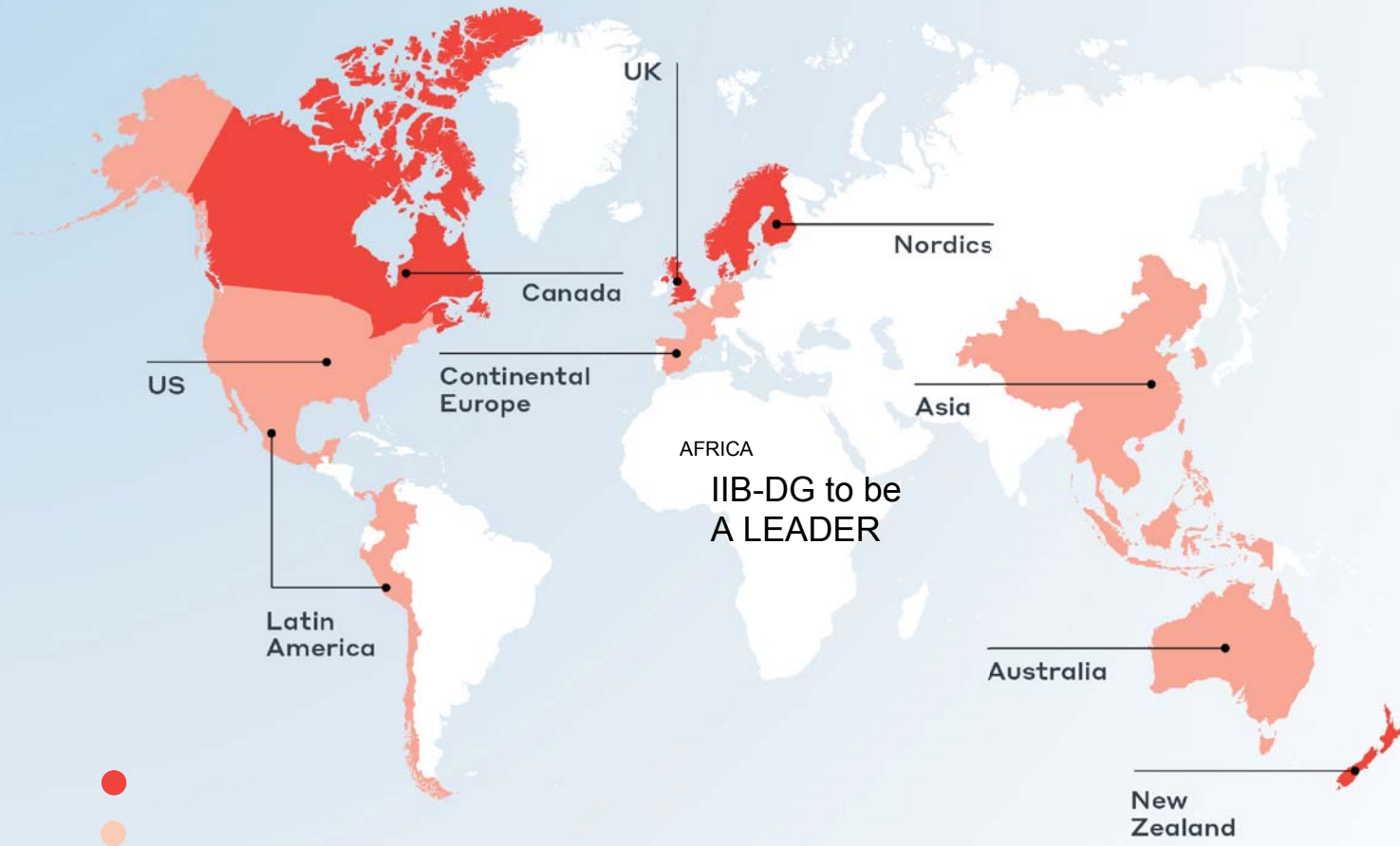
Our 2021-2023 strategy is built on four pillars, with clients at the centre



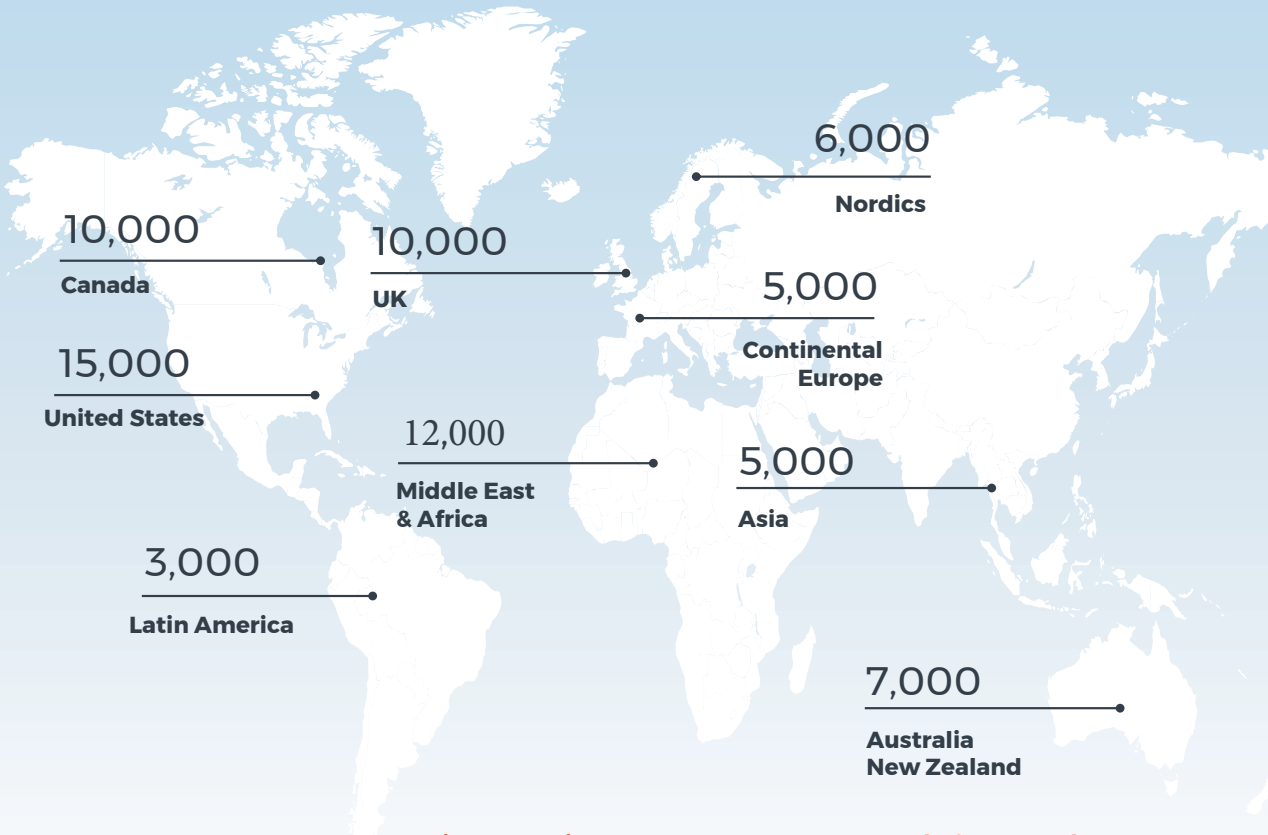
Smart diversification, for a better balance in our sectors and our services



Capitalize on our presence in regions where we have a leadership position
Drive our presence in regions with continued growth opportunities



2023 Horizon



We aspire to increase our workforce by 35% and our adjusted EBITDA by 50%.

65,000

Employees

\$400B to \$650B

Net revenues*

>10%

Annual net revenue* growth
(organic and acquisitions)

14% to 15%

Adjusted EBITDA margin*

< 80

Days Sales Outstanding (DSO)*

1.0x to 2.0x

Net Debt/ Adjusted EBITDA ratio*

Updated¹⁾ 2023 Measures

	ORIGINAL 2023 MEASURES Excluding IFRS 16 - Leases impact	UPDATED 2023 MEASURES IFRS 16 - Leases impacted
Employees	65,000	65,000
Net revenues ²⁾	Between \$400B and \$650B	Between \$400B and \$650B
Annual net revenue growth (organic and acquisitions)	>10%	>10%
Adjusted EBITDA margin ²⁾	Between 11.5% and 12.5%	Between 14.0% and 15.0%
DSO ²⁾	<80 days	<80 days
Net debt to adjusted EBITDA ratio ²⁾	1.5x to 2.5x ³⁾	1.0x to 2.0x ³⁾

In Conclusion, 2023 Horizon What success could look like

Establishing an industry benchmark for our performance under the four pillars

Enhancing our reputation as a diversified and resilient consultancy

Maintaining our recognition as elite experts in Infrastructure Development Projects

Offering increased Strategic Partnerships to clients

**IIB-DG:
The premier professionalc Leader in infrastructure industry, setting the standard in client experience.**