

A hand is holding a smartphone. The screen of the phone shows a park scene with a blue slide, green grass, and several people walking and sitting. The background of the entire image is a dark, blurred view of the same park scene.

A Smarter Urban Future

**IBI Group's New
Strategic Plan**



Those who lead and inhabit our cities are facing transformative technologies that will change the landscape of the built environment.

Future-proofing Our Business

Forward-looking firms must reconsider the value they provide to the marketplace and reinvent how they work, collaborate and create, while also sustaining their existing business.

IBI Group has recently reinvigorated our core business, centred around the urban environment, providing us with the platform for future growth and performance.

Technology is a unique part of IBI and has been a vital aspect of our business since we opened our doors in 1974. For this reason, we are ideally positioned to lead our sector through the vast change it is experiencing.



IBI Group's New Strategic Plan

We will grow our core business, while leveraging data and intelligence to enable new revenue streams, higher margins and higher shareholder value.

In the dynamic space at the intersection of intelligence, buildings and infrastructure, IBI's roadmap to the future will see a compelling transformation of the firm. Simultaneously, we will lock in growth in our core offering in health, mobility, education, and residential high-rise markets.

Seizing the Moment // The Future is Now

A NEW URBAN ECOSYSTEM

Technology is bringing together a new ecosystem of public and private sector organizations and technology-enabled residents who can design and build the city in an entirely new way.

A NEW KIND OF PARTNER

A fluid technology landscape demands new models of partnership to develop, deliver and manage efficient and responsive services directly for, and with, residents of our cities.

A NEW WAY OF WORKING

Firms will work in cross-disciplinary teams, use agile, user-centred methodologies, and will adopt and adapt new technologies as part of their DNA.

NEW TECHNOLOGIES, BEHAVIOURAL INSIGHTS

The built environment is becoming an interconnected technology platform that generates data. Connecting physical assets and acting on data-driven insights are the key to a resilient and prosperous urban future.

A Firm Foundation for Growth

A WORLD OF CITIES

51% of the global population live in cities, with projections increasing to 75% by 2030. In 2015, 3 million people were moving to cities every week.¹

A GROWING PIPELINE OF DEMAND

Urbanization is driving an immense need for new urban infrastructure, and the world needs to invest an average of \$3.3 trillion annually just to support it.²

A STABLE ECONOMIC LANDSCAPE

Sustainable interest rate projections, robust financial markets and low unemployment provide for a positive outlook for growth.

Outlook for IBI Group

Growth in IBI's core markets in urban residential, mobility, health, and education remain strong.

Our Strategic Plan will feature four parallel streams designed to use existing and new technologies to grow our core business as well as future-proof the firm through new business models, products, and services.

Product Launches

Q1
SMART CITY PLATFORM

Q2
ASSET MANAGEMENT PLATFORM

Q3
WATER / ENERGY OPTIMIZER

Q4
URBAN ANALYTICS

1

Catalyzing Core Growth

Our core business of professional consulting services remains strong with positive growth prospects.

IBI Group is committed to this foundation, and to our reputation for excellence, quality service, great design, and delivery. We are transforming our practices by applying technology and improved processes to everything that IBI does. We will continue to demonstrate design excellence through tools such as Virtual Reality/Augmented Reality (VR/AR), visualization, and Building Information Modelling (BIM). We will form deeply collaborative teams to bring holistic solutions to our projects, and adopt bots, Artificial Intelligence (AI), and other productivity tools to make us more efficient and enhance the creative quality of our work.

2

Transforming Business Models

Technology affords IBI the opportunity to expand its participation in how buildings and infrastructure grow, adapt, connect, and operate.

We will continue to create value for stakeholders through planning, design, operations, and maintenance. We will enhance our current offering with new technology services and products, adding revenue streams throughout the lifecycle of the assets we design. We can leverage the power of data to build new business models such as Software as a Service (SaaS).

3

Prototyping the Future

Just as our industry is adapting to a world of connected buildings and infrastructure, another generation of transformative technologies are already with us today, such as blockchain, AI, VR/AR, 5G, and quantum computing.

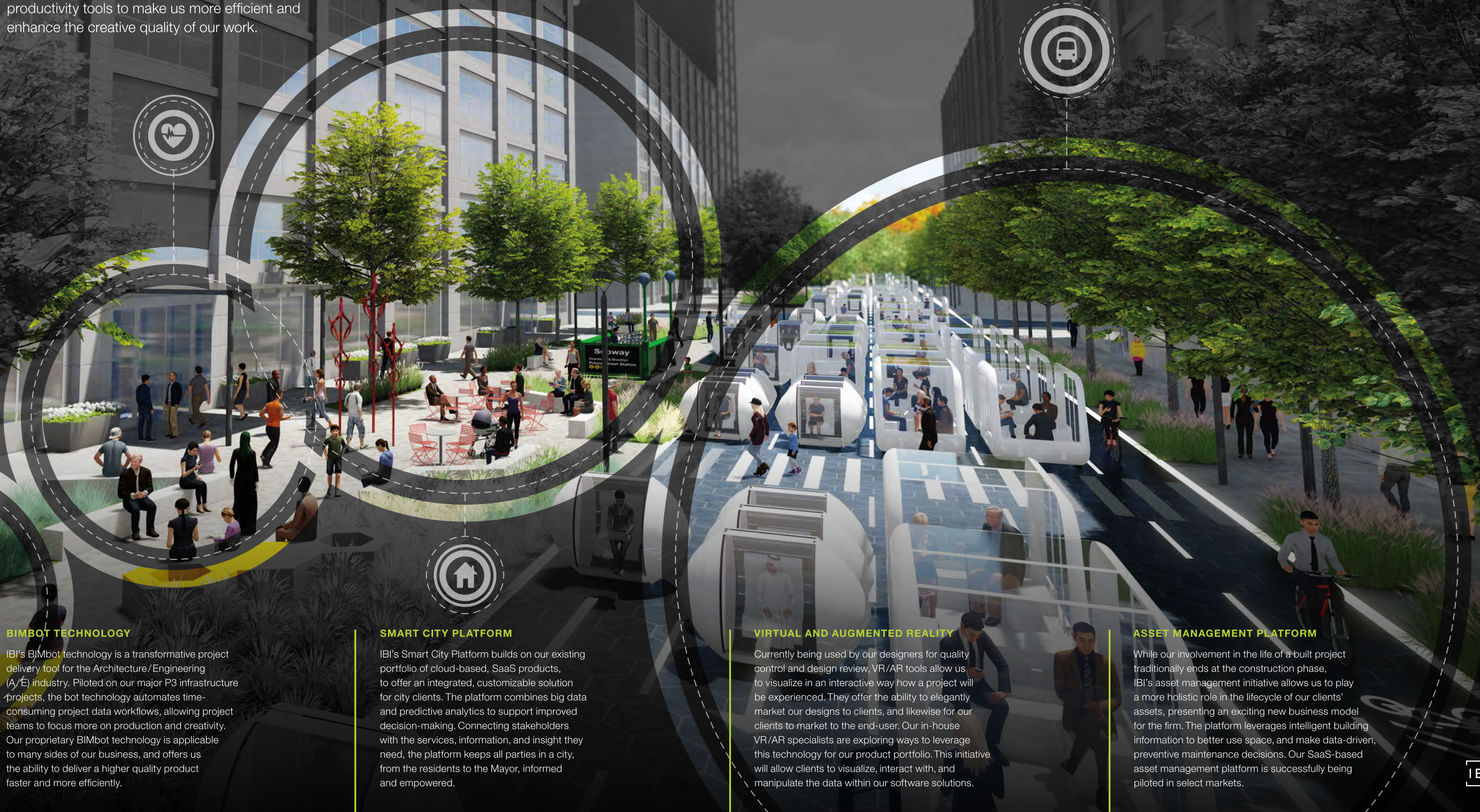
IBI will establish 'technology transformation zones' with assigned teams who will evaluate these emerging technologies, identify the key players, and gauge their impact on our clients, our services, and our cities.

4

Activating Urban Innovation

We are establishing a collaborative network of partners combining resources, talent, and community to cultivate the next generation of smart cities.

This network brings together professional domain knowledge, business acumen, and the latest in technology. We will connect start-ups, partners, investors, and the community together to incubate new ideas, and new businesses. IBI will contribute curated services, access to systems and data, and channels to market. The network will accelerate our own innovation efforts, while providing access to new resources and partners.



BIMBOT TECHNOLOGY

IBI's BIMbot technology is a transformative project delivery tool for the Architecture/Engineering (A/E) industry. Piloted on our major P3 infrastructure projects, the bot technology automates time-consuming project data workflows, allowing project teams to focus more on production and creativity. Our proprietary BIMbot technology is applicable to many sides of our business, and offers us the ability to deliver a higher quality product faster and more efficiently.

SMART CITY PLATFORM

IBI's Smart City Platform builds on our existing portfolio of cloud-based, SaaS products, to offer an integrated, customizable solution for city clients. The platform combines big data and predictive analytics to support improved decision-making. Connecting stakeholders with the services, information, and insight they need, the platform keeps all parties in a city, from the residents to the Mayor, informed and empowered.

VIRTUAL AND AUGMENTED REALITY

Currently being used by our designers for quality control and design review, VR/AR tools allow us to visualize in an interactive way how a project will be experienced. They offer the ability to elegantly market our designs to clients, and likewise for our clients to market to the end-user. Our in-house VR/AR specialists are exploring ways to leverage this technology for our product portfolio. This initiative will allow clients to visualize, interact with, and manipulate the data within our software solutions.

ASSET MANAGEMENT PLATFORM

While our involvement in the life of a built project traditionally ends at the construction phase, IBI's asset management initiative allows us to play a more holistic role in the lifecycle of our clients' assets, presenting an exciting new business model for the firm. The platform leverages intelligent building information to better use space, and make data-driven, preventive maintenance decisions. Our SaaS-based asset management platform is successfully being piloted in select markets.



**We are a globally
integrated design
and technology firm.
We are defining the
cities of tomorrow.**

IBI GROUP

ARCHITECTURE
ENGINEERING
INTERIORS
LANDSCAPE ARCHITECTURE
PLANNING & URBAN DESIGN
SYSTEMS

DEFINING THE CITIES OF TOMORROW
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