

GRiP® Guaranteed Remediation Program

Nearly \$1 Billion of Guaranteed Remediation Experience is Available to Help Improve the Return on your Environmental Spending.



ARCADIS GRiP®

Guaranteed Remediation Program

- *Saves Money*
- *Saves Time*
- *Refocuses your resources on your core business*
- *Eliminates Cleanup Liabilities*

For one fixed price, ARCADIS will assume responsibility for your environmental compliance and cleanup obligations—and we'll back that with a written guarantee. A practical business solution for the efficient and cost-effective closure of contaminated sites. GRiP combines comprehensive risk management with technical and regulatory expertise unparalleled in the environmental industry.

If you are looking for:

- Accountability for remedy performance – even in the face of unexpected conditions
- Regulatory closure with cost certainty
- Improved cash management/financial projections
- Reduced, if not eliminated, continuing charges against earnings that never seem to end
- Life-cycle cost savings
- Elimination of administrative oversight for non-core business activities

ARCADIS' GRiP may provide you with the competitive advantage you have been working towards establishing in your marketplace.

20% to 30% cost savings with guaranteed results!

GRiP

Traditional Remediation



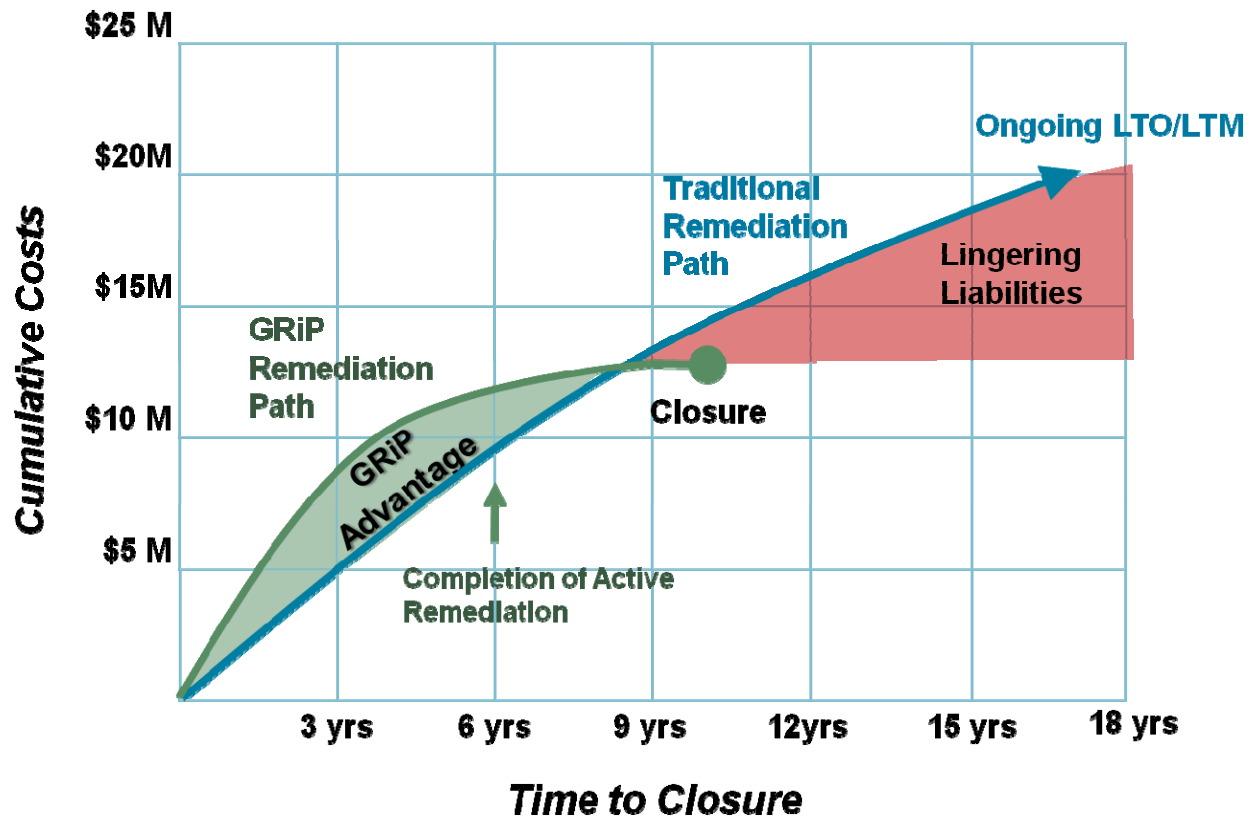
GRiP Business Benefits

A powerful tool to eliminate environmental cleanup responsibilities and lingering liabilities as quickly and cost effectively as possible. ARCADIS' GRiP has been designed to provide for:

- Cost certainty - contractually guaranteed - no change orders for contracted performance
- No risk transfer premium, rather
- Cost savings (usually 20% – 30%) over traditional closure programs
- A focus on accelerated site closures
- A focus on aggressive contaminant mass removal; and therefore
- A focus on the elimination of cleanup liability and not just its transfer
- Protections against undiscovered contamination and regulatory re-openers
- Continuous / uninterrupted regulatory compliance
- Closure performance guarantees that:
 - Are not limited by time or cost
 - Are backed by a financially strong provider – that self-performs, NOT an LLC
- Pay for performance contracting with payments tied to achieving milestones; and the
- Resultant protection of cleanup funds and incentivized performance
- A means by which contaminated property transactions can proceed prior to the completion of remediation, thereby accelerating property development and reuse
- Maximum reuse development potential - minimal land-use restrictions
- Effective dispute resolution – cost allocation through guaranteed cost certainty
- Potentially necessary cleanup certainty assurances to buyer, sellers and/or lenders
- Contract terms that can support
 - Decisions to reduce environmental reserves
 - Potential realization of tax incentives
- Flexible Project Completion options
- ARCADIS to be first on the performance risk and not an insurance carrier
- Insurance protections that are limited to low probability – high (catastrophic) events of an unforeseen nature

GRiP stands as the industry's most powerful option for eliminating environmental cleanup obligations as quickly and cost effectively as possible. If experience tells us one thing, it is that the longer environmental impacts are allowed to linger, the greater the costs to closure.

The GRiP advantage over "lingering liabilities"



GRiP Value Creation

Is realized through the crafting of strategies to effectively address risks including:

- Unforeseen environmental conditions: nature/extent of contamination; hydrogeological conditions
- Remediation application challenges: technologies vs. conditions; regulatory biases
- Human health and ecological risk issues: exposure pathways; exposure effects
- Regulatory uncertainties: biases, staffing limitations, response timeframes, site priority considerations, cooperative spirit, and old baggage
- Political issues/influences: economic revitalization potential; community concerns
- Contractual issues: indemnification requirements, period of performance

Additional value creation can be realized by applying a GRiP approach to a portfolio(s) of significant numbers of sites.





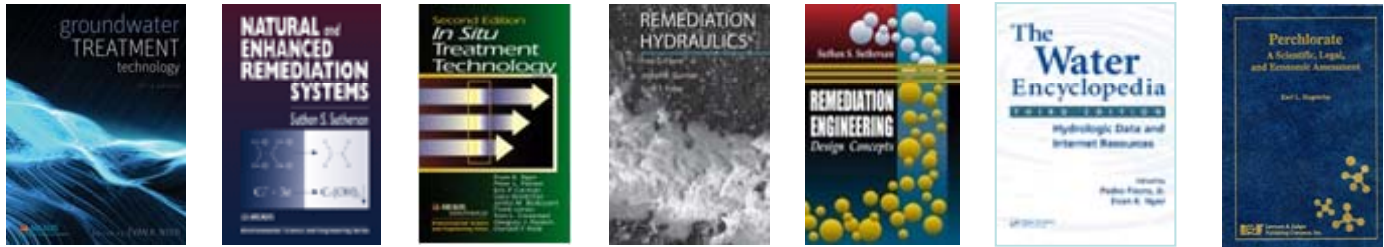
GRiP Value Enablers – World Class Experience Uniquely Applied

1. Closure Focused Project Management Enhancements

- Corporate “ownership” of risk management for the GRiP program – *actively evolved over the last 16 years of GRiP performance*
 - Corporate program ownership/management of GRiP projects – no office/profit center issues limiting access to resources access or impeding project performance
 - Exclusive, small cadre (30 staff) of highly-trained, hand-picked, closure-focused and extremely-incentivized Project Managers
 - Corporate oversight by a special team of high-performance Project Directors
 - Effective deployment of best expertise and resources to projects – regardless of where in the U.S. (or world) such resources may reside
 - Selecting GRiP candidate projects prudently with an eye toward sites that can closed in a manner meeting our clients’ requirements
 - Self-performing all projects to ensure best application practices and the highest levels of quality control
 - Continually expanding and applying lessons learned

2. Exceptional Application of Technology

Through our Technical Knowledge & Innovation (TKI) Group, ARCADIS expends considerable resources in the research and development of new tools and techniques to improve remediation performance. Our staff is committed to pushing the boundaries of *in situ* remediation and has authored many of the textbooks that are the standards of the industry.



With our *in situ* remediation technologies: contaminants biodegrade naturally, regulatory closure can be accelerated, and disturbances to property are minimized. Our advance approaches expedite cleanup, increase property value and eliminate long-term liability through aggressive contaminant mass destruction, and ultimately, regulatory closure.

Specifically, national practice teams, *comprised of the company's best and brightest*, and housed within TKI, provide technical oversight on every facet of our GRiP projects performance. These teams draw upon a library of company knowledge that includes the design, installation and operation of more than 10,000 remediation systems and over 50 years of regulatory negotiations experience throughout the U.S.

Examples of innovative *in-situ* technologies that are regularly considered for application include:

- Enhanced Reductive Dechlorination (ERD)
- In situ reactive zone (IRZ)
- Nanoscale iron/permeable reactive barriers (PRBs)
- Chemical Oxidation
- Soil vapor extraction/dual phase – multiple phase extraction
- Hydraulic/pneumatic fracturing
- Air sparging/biosparging
- Implementation of compelling regulatory closure strategies

Although the experience to effectively apply a broad arsenal of remediation technologies is extremely important, the selection and application of technologies will only be effective if done in the context of a compelling regulatory closure strategy. Such strategies must recognize regulatory policy and be clearly and strongly protective of human health and environmental quality.

3. Adaptive Design Process to Address the Unexpected

ARCADIS' unique [Adaptive Design](#) process monitors implementation and allows rapid adjustment to further optimize remediation performance. [Adaptive Design](#) responds to unexpected or changing environmental conditions, as well as changes in regulatory standards. ARCADIS routinely implements remedial approaches that can be adjusted and optimized based on process performance feedback. This optimized approach to remediation means we have the ability to quickly adjust remedial system designs and operating parameters in response to real-time performance results.

4. Risk Management Considerations

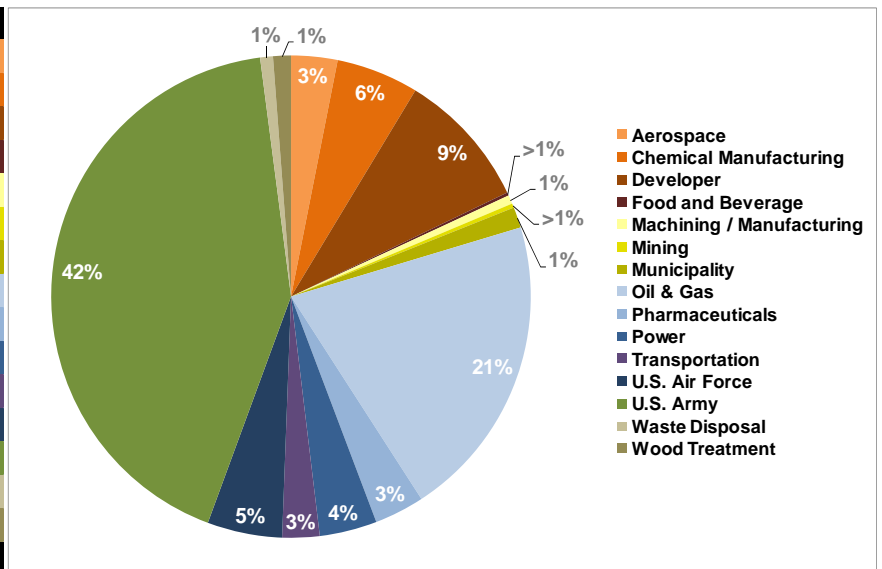
The ARCADIS GRiP risk management process has evolved over the last 16 years since the programs inception. Experienced gained at more than 2,000 sites under 88 contracts totaling some \$930,000,000 in contract awards has been invaluable in supporting continuous performance improvement adjustments. Some of the key risk management actions ARCADIS implements include:

- Careful selection of projects and the development of realistic performance objectives
- The performance of thorough due diligence efforts – including assessments of regulatory issues
- Independent internal evaluations of scope, strategy, and cost scenarios
- Consistent use of senior experts very familiar with our due diligence process
- Highly-focused, quarterly Project Performance Reviews that look to:
 - Assess developing risks and adjust/optimize performance strategies accordingly in each of the following areas:
 - Remediation
 - Regulatory
 - Public involvement
 - Ensure engagement of best resources to implement and oversee project performance
 - Find ways to optimize/accelerate project schedules
 - Assess current financial performance against projected financial performance and project completion stage
 - Adjust revenue recognition up or down depending upon project performance
 - Evaluate performance of both individual projects and the complete GRiP portfolio of projects
- Surgical use of insurance products with ARCADIS-specific manuscripted terms to effectively supplement ARCADIS' primary risk assumption position .

GRiP – A Proven Program

In 1994, ARCADIS introduced the concept of guaranteed remediation performance to the marketplace, redefining the way remediation can be accomplished. With 88 GRiP contracts in place, we have the experience to deliver the full power/value of this paradigm changing approach. The last 16 years have produced solid growth and demonstrated the sustainability of this program. Today, the GRiP approach serves a variety of business sectors as shown below:

Market	Total	%
Aerospace	\$29,124,689	3%
Chemical Manufacturing	\$51,797,179	6%
Developer	\$85,830,600	9%
Food and Beverage	\$2,022,500	0%
Machining / Manufacturing	\$5,428,000	1%
Mining	\$2,680,000	0%
Municipality	\$12,925,000	1%
Oil & Gas	\$190,846,239	20%
Pharmaceuticals	\$31,338,000	3%
Power	\$36,078,000	4%
Transportation	\$23,378,106	3%
U.S. Air Force	\$47,023,087	5%
U.S. Army	\$394,183,582	42%
Waste Disposal	\$8,065,256	1%
Wood Treatment	\$11,200,000	1%
Total 88 Projects	\$ 931,920,951	100%



The Bottom Line:

There is no other company that can take on the most complex projects, assume the cleanup cost liability, and achieve success like ARCADIS.

In summary, GRiP Delivers

Value thru:

Technical creativity—Solving the most complex environmental cleanup obligation issues with innovative technologies.

Regulatory expertise—Clearly understanding regulatory issues and agency approaches to enable accelerated closure.

Risk management—Utilizing layered remediation strategies to meld innovative technologies with leading-edge insurance protection for low probability – yet potentially catastrophic exposures.

Closure focus—Using hand-picked managers supported by corporate directors and national teams of experts to drive projects to closure under constant and thorough scrutiny.

Improvements to your balance sheet:

- Operating within your budget constraints
- Reducing your environmental liability reserves
- Creating conditions that may result in accelerated tax credits
- Meeting your cash flow needs

There is no longer any reason for contaminants to erode your company's profitability. ARCADIS has the proven knowledge, skill and experience to manage these cleanup liabilities in a financially responsible fashion

Current GRiP Accomplishments

- Over \$1 billion in asset value creation/restoration
- More than \$900 million in contracted projects
- Surpassing \$200 million in direct cost savings to clients



Applications and Awards

Quality outcomes produce global recognition

Inspired by the mythological phoenix that rises from the ashes in rebirth, the coveted Phoenix Award recognizes individuals and organizations that have transformed environmentally impacted sites into valuable community assets.

ARCADIS has won three of these prestigious awards. In 2004, we were honored for transforming a declining 1960s vintage mall in Lakewood, Colorado into a revitalized mixed use urban community and for restoring an old industrial area into a housing subdivision in Mühlheim, Germany. In 2007, ARCADIS received the Award for its conversion of the once highly contaminated NASA Downey site near Los Angeles, California into a state-of-the-art medical facility; a movie studio, retail center and public park; and the Columbia Memorial Space Learning Center.

ARCADIS at a glance:

ARCADIS is an international company providing consultancy, design, engineering and management services in infrastructure, environment and buildings, to enhance mobility, sustainability and quality of life. ARCADIS develops, designs, implements, maintains and operates projects for companies and governments. With more than 15,000 employees and \$2.8 billion in gross revenues, the company has an extensive international network that is supported by strong local market positions.

- *Nationally we employ over 6,000 personnel in 200 offices.*
- *Internationally our staff of 15,000 work in over 300 offices in 20 countries.*

With strong home-market positions in Europe, the United States and South America, ARCADIS delivers value locally from a global community of experts.

Visit us on the internet: www.arcadis-us.com or www.arcadisgrip.com

For more information contact:

Erhardt Werth
Executive Vice President
Guaranteed Business Solutions
ARCADIS U.S Headquarters
630 Plaza Drive
Highlands Ranch, Colorado 80129
Tel 720.344.3500
Erhardt.Werth@arcadis-us.com
www.arcadis-us.com

