

A large white circle containing the title text, set against a background of orange geometric shapes that resemble a stylized arrow or a fan shape pointing to the right. The background also features a cityscape and a park with trees in autumn colors.

# Accelerating a planet positive future

London, 16 November 2023

## Disclaimer

Statements included in this presentation that are not historical facts (including any statements concerning investment objectives, other plans and objectives of management for future operations or economic performance, or assumptions or forecasts related there to) are forward-looking statements. These statements are only predictions and are not guarantees. Actual events or the results of our operations could differ materially from those expressed or implied in the forward-looking statements. Forward-looking statements are typically identified by the use of terms such as “may,” “will,” “should,” “expect,” “could,” “intend,” “plan,” “anticipate,” “estimate,” “believe,” “continue,” “predict,” “potential” or the negative of such terms and other comparable terminology.

The forward-looking statements are based upon our current expectations, plans, estimates, assumptions and beliefs that involve numerous risks and uncertainties. Assumptions relating to the foregoing involve judgments with respect to, among other things, future economic, competitive and market conditions and future business decisions, all of which are difficult or impossible to predict accurately and many of which are beyond our control. Although we believe that the expectations reflected in such forward-looking statements are based on reasonable assumptions, our actual results and performance could differ materially from those set forth in the forward-looking statements.

# Creating a world-class fan experience at the Home of Cricket

The home of cricket ground - Largest in UK and one of most famous in world

**Client challenge** = A 15-year multi-million-pound redevelopment program in a live sports environment.

**Client solution** = Evidence-based assessments of cost, design efficiency, occupancy, and revenue potential to optimize investment.

**Impact** = Improved accessibility, increased capacity, and enhanced facilities to create a world-class fan experience.



## Speakers



## Agenda

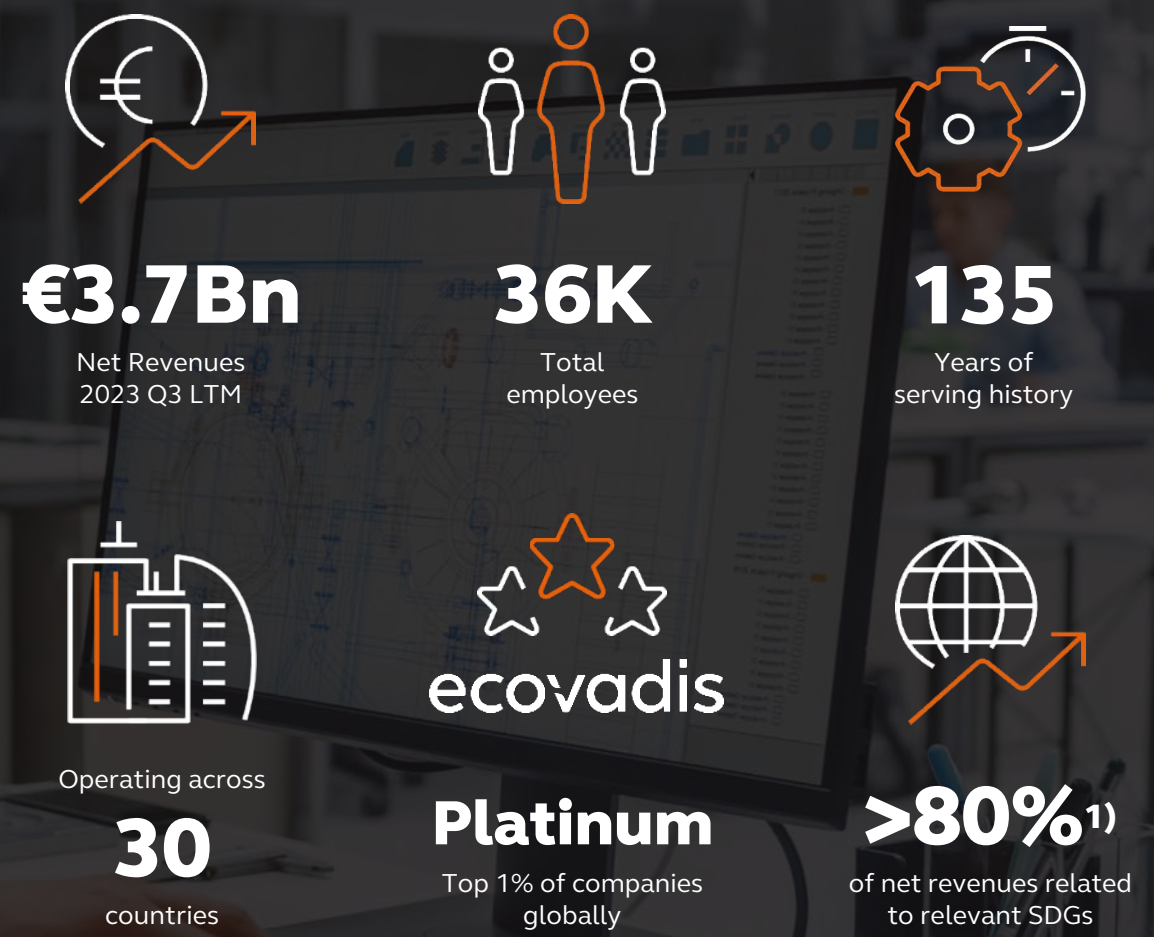
- 1 Global leader in consultancy, design & engineering**  
Alan Brookes
  - 2 Delivery on our 2021 - 2023 Strategy: “Maximizing impact”**  
Alan Brookes
  - 3 Our 2024 - 2026 Strategy: “Accelerating a planet positive future”**  
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  - 5 Global Business Areas’ Strategy**  
Resilience – Heather Polinsky  
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Mobility – Greg Steele  
Intelligence – Juud Tempelman
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Virginie Duperat-Vergne
- Wrap up**  
Alan Brookes
- Q&A**

PART 1

# Global leader in consultancy, design and engineering

Alan Brookes  
CEO

# Global footprint offering sustainable solutions



1) Reflecting Arcadis 2022 full year revenues excluding acquisitions of IBI Group and DPS Group.

# Building on strong client relationships

Public and semi-public clients  
**50%<sup>1)</sup>**

**Clients in:**  
Federal governments, US states, municipalities, defense, water boards.

**Client examples:**



Private clients  
**50%<sup>1)</sup>**

**Clients in:**  
Semiconductor, Life Sciences, Healthcare Automotive, Technology, Real Estate, Financial.

**Client examples:**



**95%**  
of '23 revenue from '22 clients



**<5%**  
Net revenues largest project in portfolio

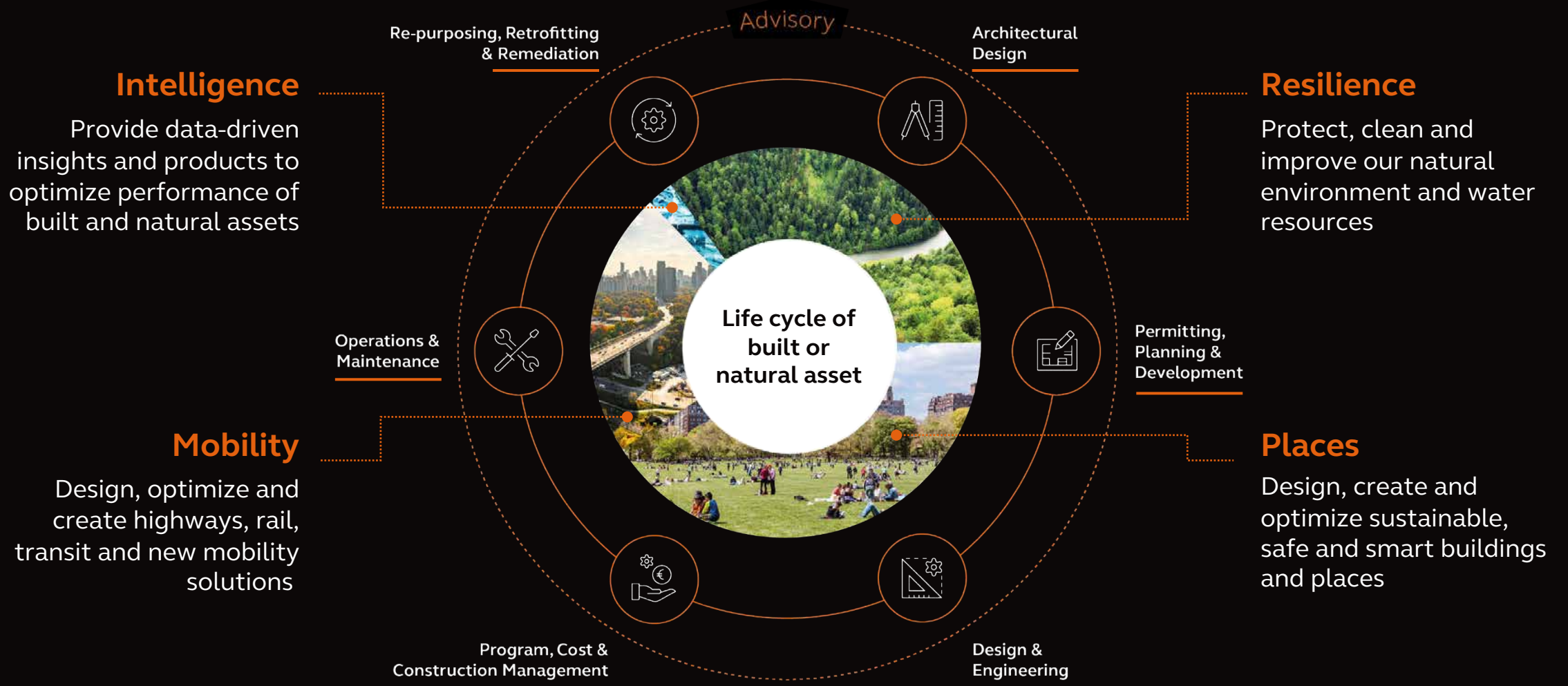


**160**  
Key Clients representing 50% of total net revenues

1) Percentage of Net Revenues 2023 Q3 YtD.

# Through 4 Global Business Areas

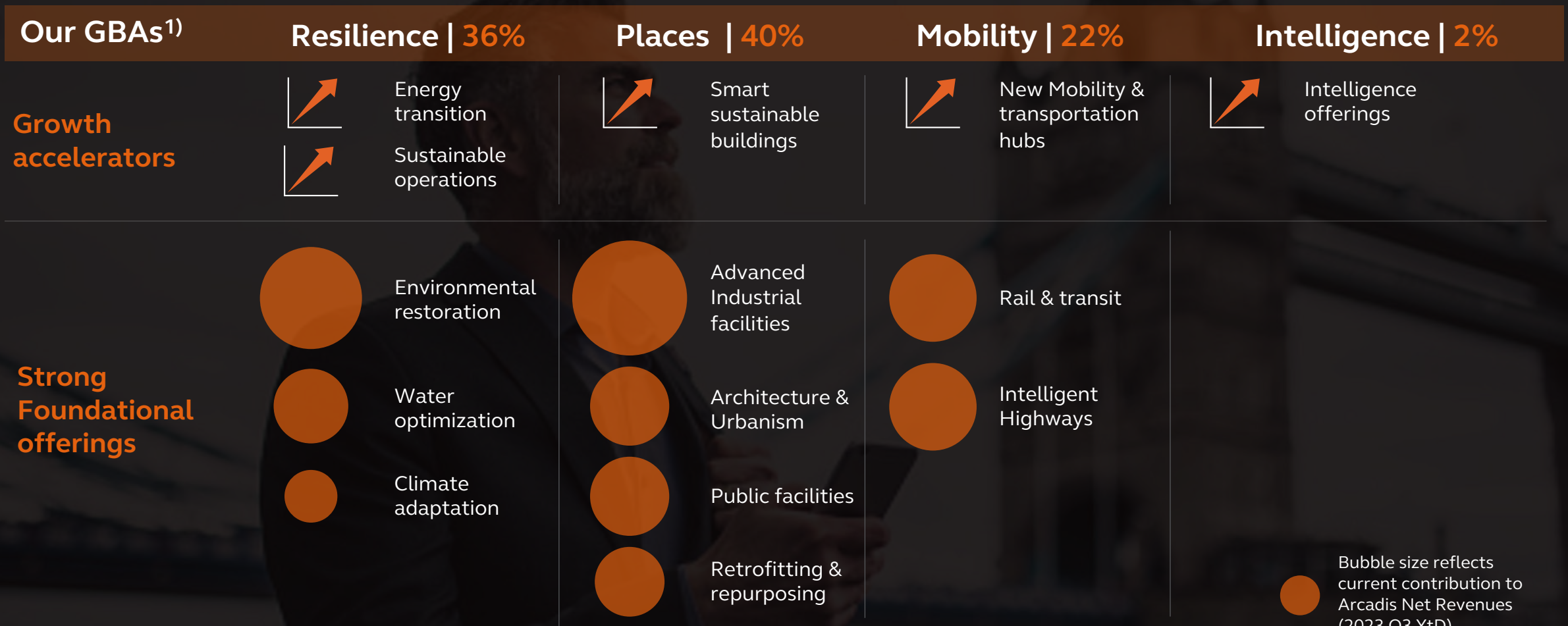
Advising clients on all stages of their assets' life cycle





# Attractive client offerings

Strong demand for our foundational solutions.  
New Solutions to accelerate growth further



1) Percentage of Net Revenues 2023 Q3 YtD.

In end market **Environmental Restoration**  
how **Arcadis** differentiates

# Leading globally in Nature Based solutions with >30 years experience

**Client challenge** = Extreme flooding and runoff,  
impacting water quality and habitats in Dutch  
rivers.

**Arcadis solution** = Design and construction of new  
dykes, river channels and wetlands.

**Impact** = Improved water quality and habitat  
restoration to support 'Room for Rivers'.



In end market **Smart Sustainable Buildings**  
how **Arcadis** differentiates

# Shaping Net Zero programs, drive decarbonization and net positive project strategies

**Client challenge** = deliver net zero commitments across their asset portfolio.

**Arcadis solution** = Decarbonization and emission calculations, offsetting strategies and nature restoration expertise.

**Impact** = meet targets and drive clients' competitive position as a sustainability leader.



In end market **Intelligent highways**  
 how **Arcadis** differentiates

# Bridge Health: using AI to optimize asset inspection

**Client challenge** = bridges are complex assets to inspect with accuracy, clients face reactive and costly maintenance.

**Arcadis solution** = Predictive asset management: AI and data-driven approach to predict when and where assets fail.

**Impact** = 40% - 100% life cycle extension through automated inspection.



PART 2

# Delivery on 2021 – 2023 Strategy: “Maximizing impact”

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Alan Brookes  
CEO

# Delivered on targets set

## Financial Targets

- ✓ **Organic Net Revenue Growth<sup>1)</sup>**: mid-single digit  
**CAGR 7%**
- ✓ **Operating EBITA Margin<sup>1)</sup>**: >10% in 2023  
**10.1% Q3 2023 YtD**
- ✓ **Net Working Capital** <15% | **DSO** <75 days  
**12.9% | 68 days**
- ✓ **Return on Net Working Capital<sup>1)</sup>**: 40-50%  
**54%**
- ✓ **Return to shareholders**: 30-40%  
**Average Dividend 36% of NIFO<sup>1)</sup>**
- ✓ **Net debt/EBITDA**: between 1.5x and 2.5x  
**Remained inside or below target range**

## Non-financial Targets

- ✓ **Voluntary staff turnover<sup>1)</sup>**: <10%  
**12.0%**
- ✓ **Staff engagement<sup>1)</sup>**: improving annually  
**+51 eNPS**
- ✓ **Brand**: Top 3 Brand Strength Index  
**Number 3**
- ✓ **Diversity<sup>1)</sup>**: women in workforce >40%  
**39%**
- ✓ **Carbon footprint**: Net Zero in 2035  
**On track**



1) Refer to Glossary at the end of this deck for definitions.

A large, semi-transparent orange graphic overlay consisting of a circle and a rounded rectangle. The circle contains the text 'Improving Quality of Life' and the rounded rectangle contains 'Focus and scale'.

Improving  
Quality of  
Life

Focus  
and scale

Focused globalized operating model implemented in form of Global Business Area structure.

Invested in our Global Excellence Centers.

Strategic repositioning through portfolio optimization and M&A, with Arcadis IBI and Arcadis DPS fully integrated by end of 2023.

A circular graphic with a dark blue background and orange text, positioned in the center-left of the slide. It is surrounded by larger, semi-transparent orange shapes that overlap it.

Improving  
Quality of  
Life

A semi-transparent orange graphic with a white text label, located in the bottom-left area of the slide. It is part of a larger set of overlapping orange shapes.

Digital  
Leadership

GBA Intelligence created  
in 2022.

Suite of attractive digital  
client propositions.

Creation of Object Type  
Library to standardize and  
digitize our Design &  
Engineering services.



An aerial photograph of a wastewater treatment plant. The image shows several large, circular aeration tanks with mechanical arms in the center. The tanks are surrounded by green grass and a paved walkway. In the background, there are industrial buildings and a dense forest. The overall scene is a mix of industrial infrastructure and natural environment.

Sustainable solutions

Improving Quality of Life

Creation of Sustainability Advisory and Energy Transition Practices.

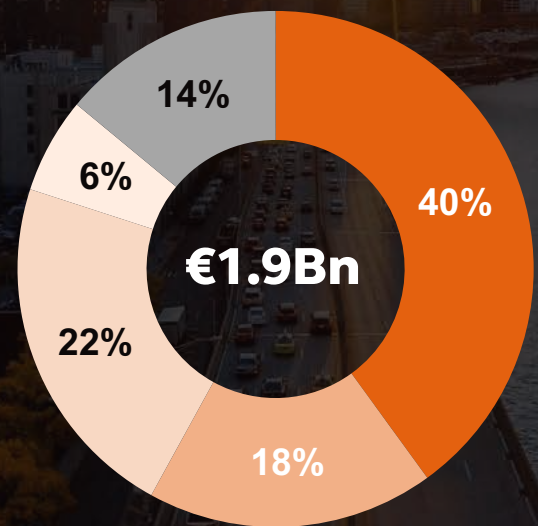
Pioneer in Net Zero facilities and communities.

Global leader in Sustainable Design & Engineering services.

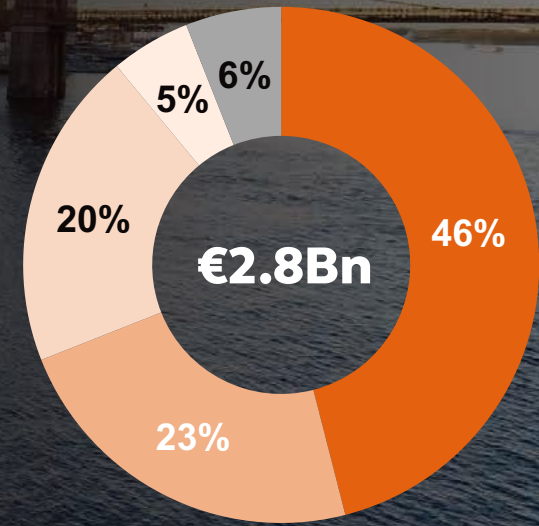


# Focusing on key geographies: Strengthening North American position

Net Revenues 2020  
Q3 YTD, %



Net Revenues 2023  
Q3 YTD, %



- Americas
- UK and Ireland
- Continental Europe
- Australia
- Asia and Middle East



# Strong platform to capture future opportunities



## Leading positions in key markets

- Water, climate & environment
- Developing and connecting communities
- Advanced Industrial Facilities.



## Global business model

- 4 GBAs
- Global connectivity
- Platform for cross selling.



## Scalable GEC platform

- Global Excellence Centers
- Digital delivery platforms
- Seamlessly integrated global delivery teams.



## Complementary service offering

- Capabilities for seamless execution
- Covering full asset life cycle.



## Talented workforce

- 36,000 talented individuals
- >120 nationalities employed.

PART 3

# Our 2024 – 2026 Strategy: “Accelerating a planet positive future”

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Alan Brookes  
CEO

## Climate Change & Decarbonisation

**\$3.5T**

of annual investment needed to meet Net Zero by 2050

**\$0.5T**

of annual investment needed to meet Clean Water goals

## Urbanisation & Social Communities

**>\$3.5T**

Smart City investments by 2030

**600M**

Increase in global urban population by 2030

## Evolving Supply Chains

**\$150Bn**

on reshoring manufacturing in the US by 2030

**€150Bn**

Spending in Europe in EV battery manufacturing by 2040

## Infrastructure Investment

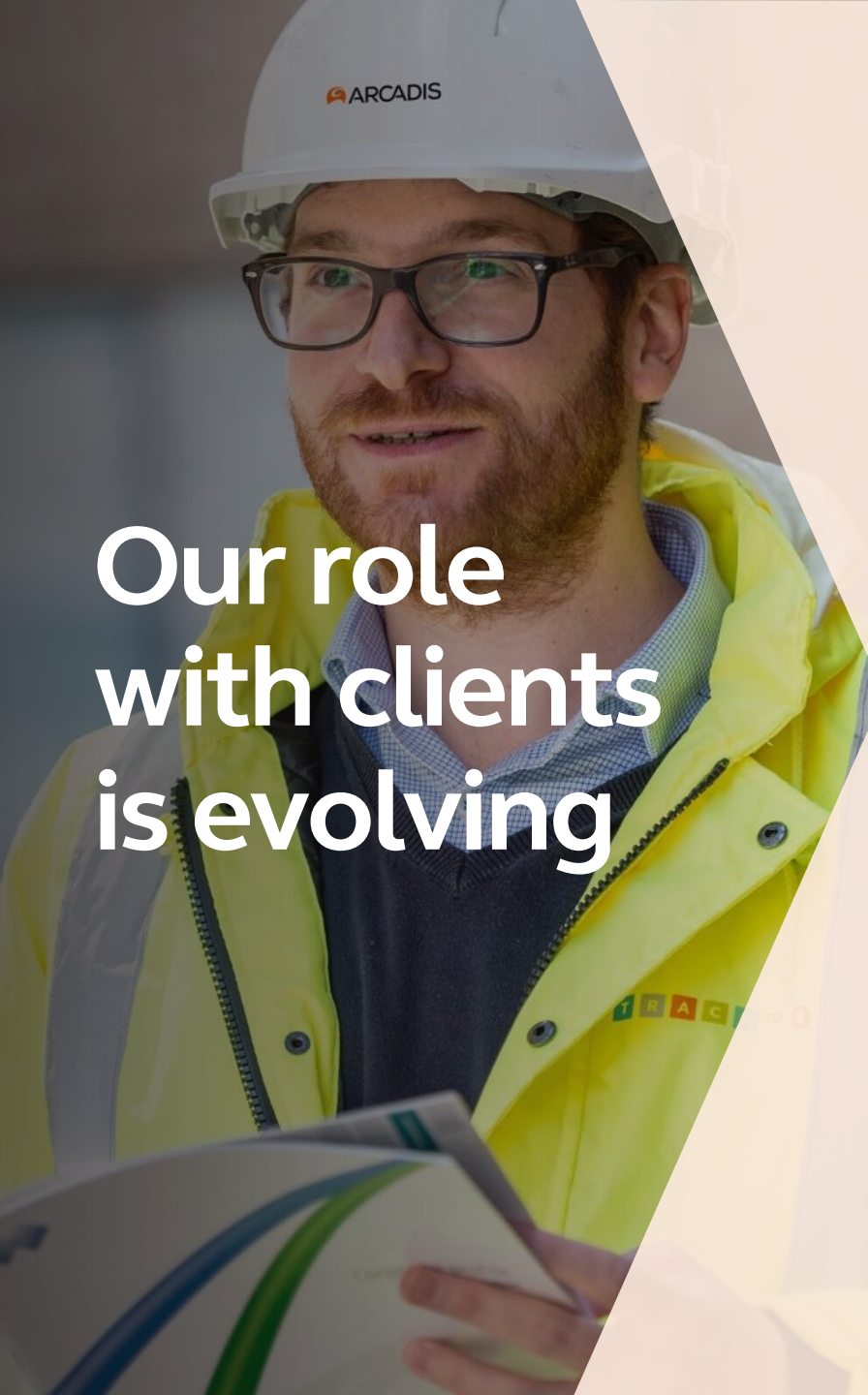
**>\$1T**

US spending over the next decade on water infrastructure

**\$300Bn**

European Commission fund for sustainable infra projects (2021-2027)

Sources: World Economic Forum, McKinsey, Deloitte: Private sector participation in public sector financing, Grandview Research, BNPP: Water: the trillion-dollar investment gap, European Commission, McKinsey: The 2040 outlook for EV battery manufacturing.



Our role  
with clients  
is evolving

## Client challenges

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### Increased cost of capital

Making speed to market as key delivery requirement.

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### Energy cost & decarbonization

Driving increasing focus on asset performance optimization.

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### Increasing project complexity

Driving need for a trusted advisor and partner.

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# Accelerating a planet positive future

## Market Tailwinds

Climate change & decarbonization

Urbanization & social communities

Evolving supply chains

Infrastructure investment

## Client Dynamics

Increased cost of capital

Higher energy cost & decarbonization

Increasing project complexity

Our strategic mission  
2024 - 2026

**Accelerating  
a planet positive  
future**

Realizing our strategy through:

Sustainable project choices

Digital + human innovation

Powered by our people

Accelerating a planet positive future

# Sustainable project choices

1

Deliberate focus on projects that contribute to our strategic ambition

- Project selection commitment towards planet positive, sustainability and economic criteria
- Increasing robustness of our project selection process.



Accelerating a planet positive future

# Sustainable project choices

2

## Key client program 2.0

- Growing our share of wallet within key clients and increase GBA cross collaboration
- Expanding our program by 50% to targeting a broader group of clients and drive success in our growth markets
- Introduce more tailored and target driven coverage approach, including increased advisory lead client engagements.

Accelerating a planet positive future

# Sustainable project choices

3

Evolving our commercial models

- Commercial models to gradually adapt to our changing role with clients
- Value based pricing and incentive-based models, reflecting value we offer to clients
- Developing models to incorporate increased digital solutions.



Accelerating a planet positive future

# Digital + human innovation

## 1 Leveraging our Digital capabilities in client delivery

- Continued investment in Intelligence products and services
- Increased GBA cross collaboration with Intelligence
- Accessing the significant asset performance opportunity and optimizing clients' opex spend through our Intelligence products and advisory capabilities.



Accelerating a planet positive future

# Digital + human innovation

2

Leveraging our digital capabilities internally

- Continued standardization of operating procedures allowing us to automate through bots and AI allowing our people to focus on higher value activities
- Focus on automation of pursuit process reducing cost, improve robustness of business selection, and enhance project planning and resourcing.



Accelerating a planet positive future

# Powered by our people

1

## Investing in a *Skills Powered Organization*

- People training for the skills of tomorrow: e.g. *Energy Transition Academy*
- Flexible global workforce planning deploying the best skills for the project
- Increased career opportunities and talent pipeline
- Diverse and inclusive workforce with high engagement score.

Accelerating a planet positive future

# Powered by our people

2

## Expanding Global Excellence Centers

- Building on the experience and skills in our Global Excellence Centers
- Doubling contribution of Global Excellence Centers in client projects
- Exploring options for additional Global Excellence Centers location.

PART 4

# ESG at Arcadis: sustainability is in our DNA

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Alan Brookes  
CEO

# Sustainability is in our DNA

## Partnerships and recognitions

## Delivery on targets and achievements

**Client Solutions**

PLATINUM Top 1%

**AA**

CCC	B	BB	BBB	A	<b>AA</b>	AAA
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**Own Operations**

Scope 1&2 market-based GHG emissions

**-65%**

2022 from a base year 2019<sup>1)</sup>

**People & Communities**

Employee Net Promoter Score

**+51**

vs. +27 in 2020

Diversity Women in workforce

**39%**

vs. 38% in 2020

1) 2022 Figures exclude Arcadis IBI and Arcadis DPS.





# Advancing net zero and nature positive outcomes in client projects

## Whole of Life Carbon to deliver a Net-Zero future

Operational carbon

Embodied carbon



Whole of Life Carbon impact for our client:

- Measures total carbon impact of an asset
- Applies life cycle thinking
- Helps to reduce lifetime emissions.

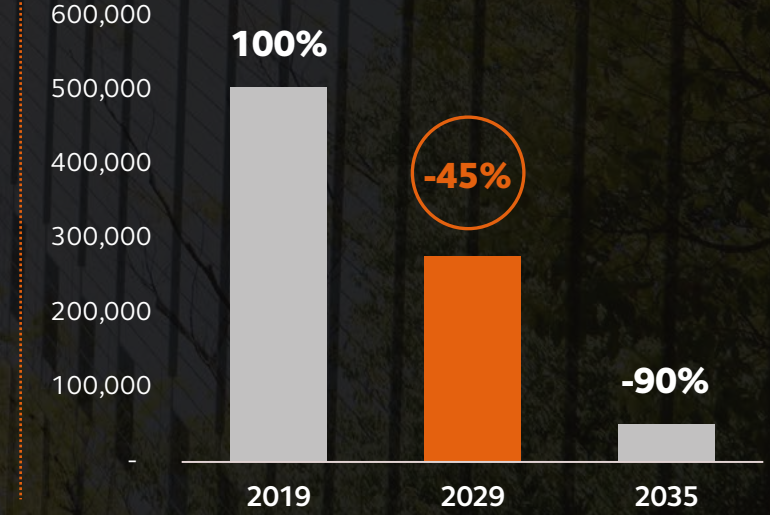
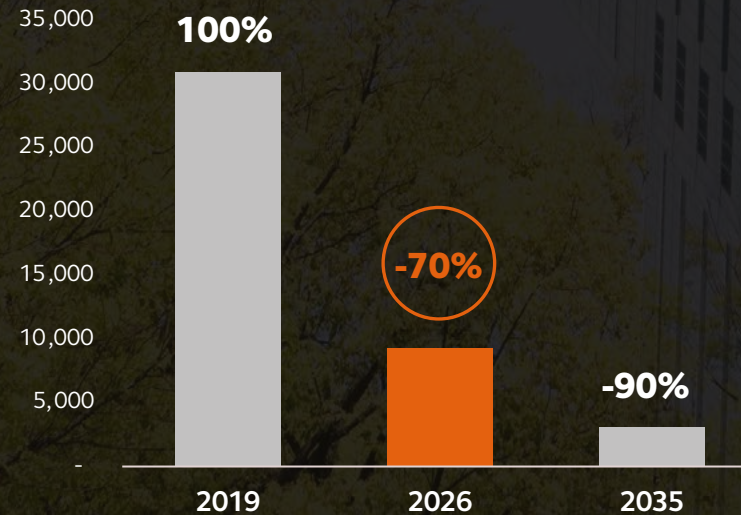


# Fostering net zero and biodiversity in our value chain

Arcadis commits to reaching net-zero greenhouse gas emissions across the value chain by 2035.

## Arcadis Scope 1, 2 & 3 targets

mtCO<sub>2</sub>e



Near-term target:

**-70%**

absolute **scope 1 and 2** (market-based) GHG emissions 2026 (2019 base year)

Near-term target:

**-45%**

absolute **scope 3** GHG emissions 2029 (2019 base year)

# We will continue to invest in our people and local communities

## Investing in future focused skills



Skills-powered organization platform launch in 2024



Digital sustainability training program

ENERGY TRANSITION ACADEMY

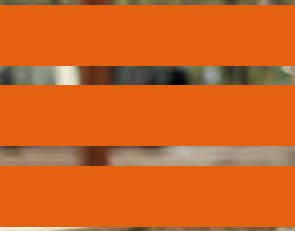
Grow to 2,500 energy transition professionals



2026 target  
Employee Engagement to remain in **top quartile** of professional services



2026 target  
Diversity Women in workforce **>40%**



PART 5

# Global Business Areas' Strategy

Global Business Area Presidents

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**Heather Polinsky**  
Resilience

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**Greg Steele**  
Mobility

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**Mark Cowlard**  
Places

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**Juud Tempelman**  
Intelligence



And we service our clients in these markets through our

# Four GBAs



# Resilience

The Resilience GBA protects, adapts and improves our natural environment and water resources, while sustainably powering our world for future generations.

## Client offering



Environmental restoration



Water optimization



Climate adaptation



Sustainable operations

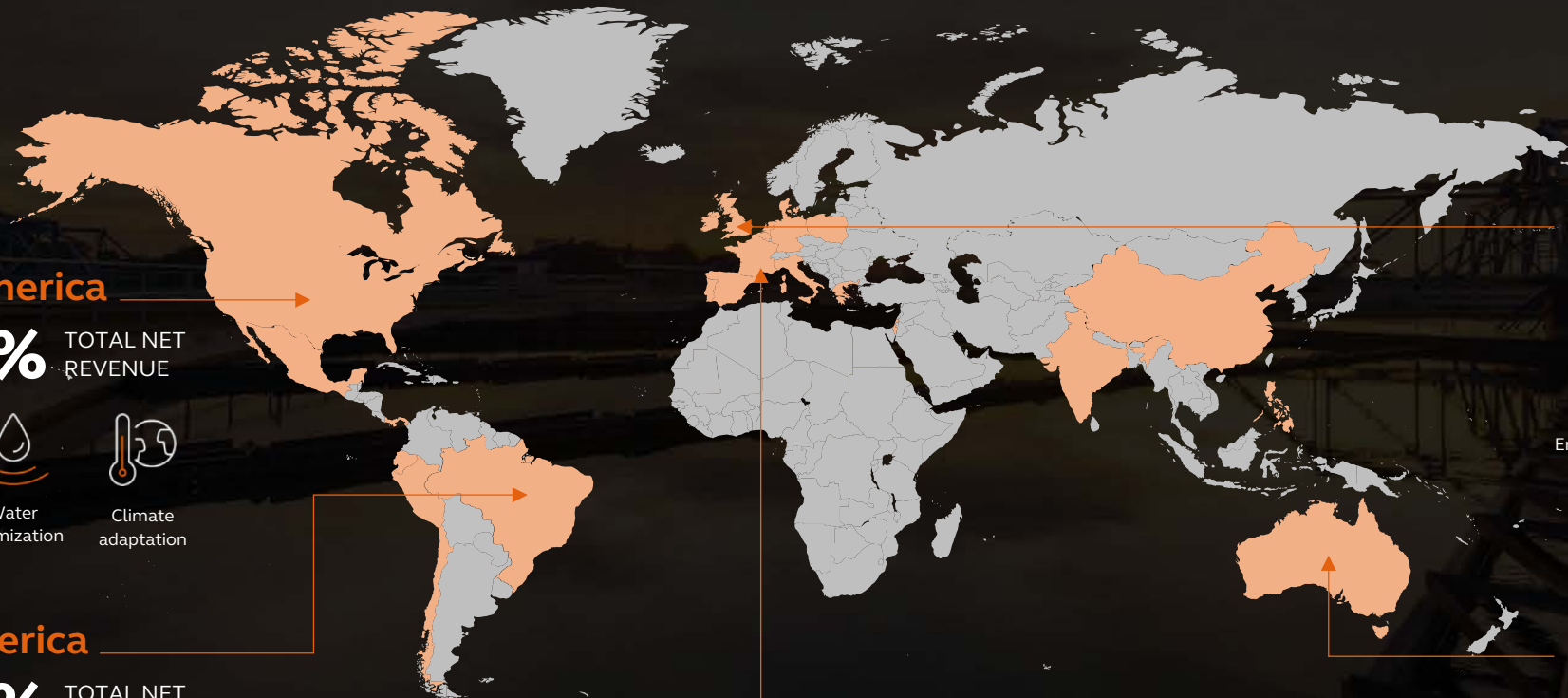


Energy transition



# Resilience

## leading positions in the world



### North America

**57%** TOTAL NET REVENUE

- Environmental restoration
- Water optimization
- Climate adaptation

### Latin America

**12%** TOTAL NET REVENUE

- Energy transition
- Sustainable operations

### Continental Europe

**15%** TOTAL NET REVENUE

- Energy transition
- Climate adaptation
- Water optimization

### UK & Ireland

**14%** TOTAL NET REVENUE

- Environmental restoration
- Energy transition
- Climate adaptation
- Water optimization

### Australia

**2%** TOTAL NET REVENUE

Percentages reflect regional Net Revenue as a part of total Resilience Net Revenue for 2023 Q3 YtD.

# Resilience well positioned for growth

## Client offering



Water optimization



Environmental restoration



Climate adaptation



Energy transition



Sustainable operations

## Market drivers

Lead Service Line Replacement

**\$15Bn**

for US Water utilities

European Green Deal help propel

**>€1.8T**

annual clean energy investment by 2030

US PFAS Market

**>\$160Bn**

over the next 20-30 years at over 40K sites

US is to spend

**\$30Bn**

in clean energy funding

**33%**

of EU Budget for 2021-2027 is climate-related

## Key growth opportunities

### Water optimization

expand digital offering through data driven decision making.

### Global leader in PFAS and emerging contaminants.

### Advancing Energy Transition

leverage European market position towards US.

Sources: US Environmental Protection Agency (EPA) - The Bipartisan Infrastructure Law, Environmental Business Journal Vol XXXII Numbers 5/6, 2019, US Department of Energy, European Commission.



Key growth opportunity

1

# Water optimization

Expand digital offering through data driven decision making

Improving our business through:

- Grow Digital twins offering, creating recurring revenue through alternative business models and product sales
- Water solutions for capex & opex management together with GBA Intelligence.

Key differentiators:



Water Finder  
An Arcadis Solution

VODA.ai

Client examples:



Regional water authorities

Key growth opportunity

2

# Global leader in PFAS

and emerging  
contaminants

## Improving our business through:

- Building on global position, reputation and expertise
- Being at forefront of regulatory, technical and innovative development
- Differentiating through innovative products and solutions.

## Key differentiators:

- Patented PFAS Sampler
- Patented HRX WellR
- Exclusive licensing rights to foam fractionation with ozone.

## Client examples:

- US Federal clients
- Industrial Manufacturing clients
- Airports
- Water utilities.

Key growth opportunity

3

# Advancing Energy Transition

Leverage European  
market position  
towards US

## Improving our business through:

- Building industry leading teams:
  - Reskilling through *Arcadis Energy Transition Academy*
  - Partnering with academic institutions
- Build on leading position in German and Dutch market.

## Key differentiators:

- Offshore renewable energy transmission
- Energy Hub Digital Twins
- Leading position Germany large scale projects.

## Client examples:

 **Tennet**  **gasunie**

 **nationalgrid**  **celia**

 **BERKSHIRE HATHAWAY ENERGY.**

Key growth opportunity

3

Energy transition



Arcadis



Arcadis case study:

# Energy transmission station for TenneT

Accelerating renewable energy production by connecting offshore wind farms in the North Sea with the onshore grid network in the Netherlands. Driving affordable, reliable and sustainable energy supply.

Client:  
TenneT

# Places

The Places GBA designs, delivers and optimizes sustainable, safe and smart buildings and places with a focus on advanced industries, transport hubs, retail and government facilities.

## Client offering



Advanced Industrial Facilities



Public Facilities



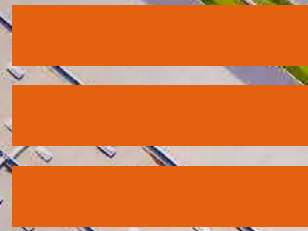
Retrofitting & Repurposing



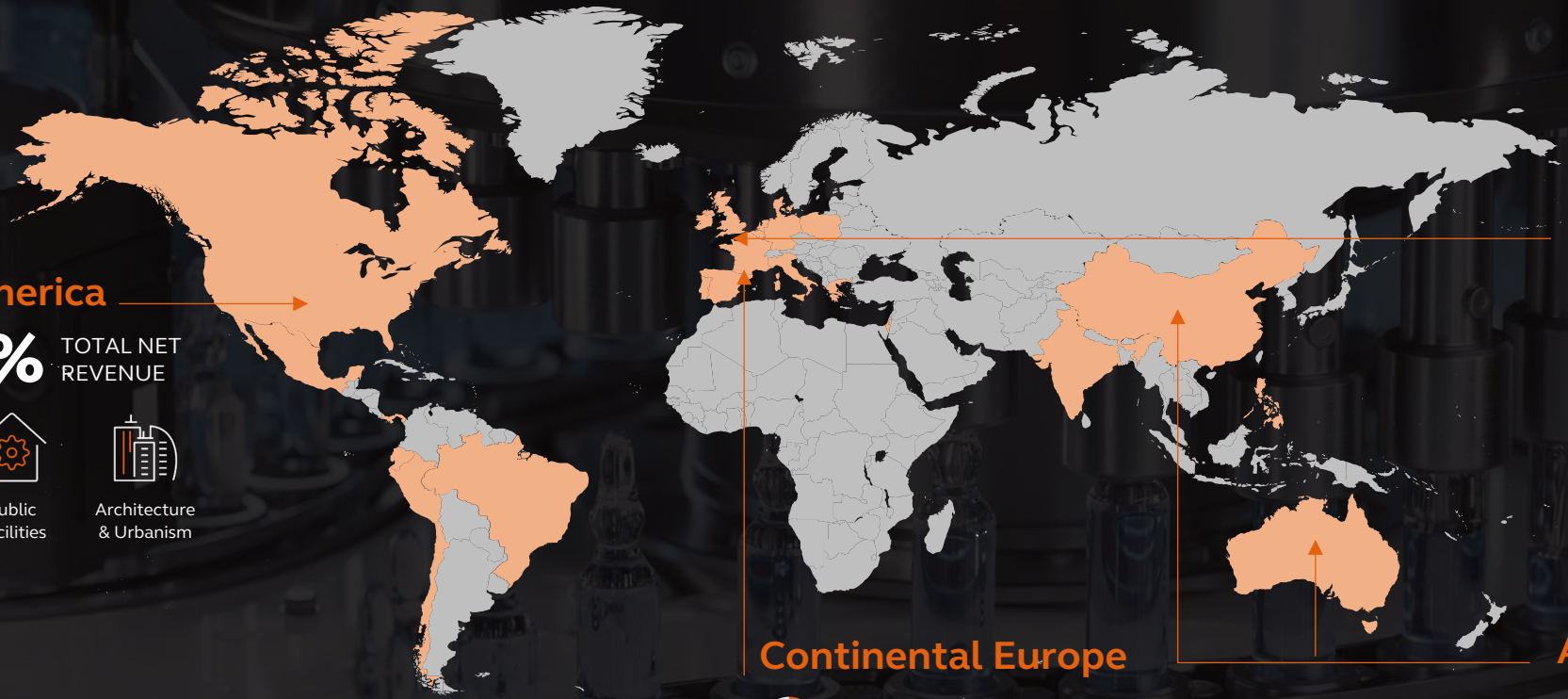
Architecture & Urbanism



Smart Sustainable Buildings



# Places leading position in the world



## North America

**39%** TOTAL NET REVENUE



Advanced Industrial Facilities



Public Facilities



Architecture & Urbanism

## UK & Ireland

**27%** TOTAL NET REVENUE



Advanced Industrial Facilities



Public facilities



Retrofitting & Repurposing



Architecture & Urbanism

## Continental Europe

**21%** TOTAL NET REVENUE



Advanced Industrial Facilities



Public Facilities



Retrofitting & Repurposing



Smart Sustainable Buildings

## Australia & Asia

**13%** TOTAL NET REVENUE



Retrofitting & Repurposing



Public Facilities

Percentages reflect regional Net Revenue as a part of total Places Net Revenue for 2023 Q3 YtD, excluding Middle East.

# Places well positioned for growth

## Client offering



Advanced Industrial Facilities



Architecture & Urbanism



Smart Sustainable Buildings



Public Facilities



Retrofitting & Repurposing

## Market drivers

CHIPS act / funds

**US: \$39Bn**

**EU: €43Bn**

(>2024)

By 2050

**68%**

of the world's population is projected to be urban (2023: 55%)

**78%**

Share of global energy consumed by cities

## Key growth opportunities

**Global leader in Advanced Industrial Facilities.**

**Architecture & Urbanism**  
Multi-disciplinary architecture leader in North America and UK.

**Smart sustainable buildings**  
Leverage our leading position in advisory and sustainability strategies.

Sources: US Senate Committee on Commerce, Science and Transportation: CHIPS and Science Act of 2022, European Commission, National Taxpayers Union, McKinsey, UN Habitat, United Nations.

Key growth opportunity

1

# Global leader in Advanced Industrial Facilities

## Improving our business through:

- Focus on leading positions in Life Sciences, Semiconductor, Data Centers and Automotive (EV and Battery)
- Increased GEC involvement
- Seamless, integrated service delivery enabled by increased involvement of our global capabilities.

## Key differentiators:

- One of few global players with complementary set of services, able to bid on large projects
- Global expertise and agile teams
- Thought leadership and well informed on regulation
- Leader in Process Engineering.

## Client examples:

Johnson & Johnson

LUCID

Pfizer

ncc  
AUTOMOTIVE CELLS CO

northvolt

CUBIC<sup>PV</sup>



# Strong market opportunities in Advanced Industrial Facilities



**North America**  
Key Investments

**\$452Bn** CAPITAL PROJECT SPEND 2022-2027<sup>1)</sup>

**Europe**  
Key Investments

**\$213Bn** CAPITAL PROJECT SPEND 2022-2027

## Examples of recently announced investments in Advanced Industrial Facilities<sup>1)</sup>

<b>\$3.7Bn</b>	<b>\$8Bn</b>	<b>€1Bn</b>	<b>€8Bn</b>	<b>\$1Bn</b>
Manufacturing facilities	US Battery Plant	European facilities	European facilities	German digital infrastructure

- Arcadis Advanced Industrial Facilities projects
- Examples of announced investments in Advanced Industrial Facilities

<sup>1)</sup> Reuters, European Pharmaceutic, Europe Autonews, CIO, TechCrunch+, GlobalData (project spend).

Key growth opportunity

2

# Architecture & Urbanism

Multi-disciplinary architecture leader in North America and UK

## Improving our business through:

- Bringing integrated service offerings in collaboration with Industrial Facilities: master planning for industrial manufacturing
- Leverage strong position in North America and UK to support growth in Europe
- Build on technology driven design utilizing parametric design and AI.

## Key differentiators:

- Top 5 global practice in world
- Unique and compelling offering: architecture, planning, urban design, landscape and interior design, in conjunction with Arcadis offerings
- Deep sustainability expertise.

## Client examples:



Key growth opportunity

2

Architecture  
& Urbanism  
solutions



Arcadis



Arcadis case study:

# A new Toronto neighborhood

CityPlace is one of the largest new developments in Toronto. Arcadis was responsible for master-planning and architectural services for 20 mixed-use towers, integrating retail, hospitality, community facilities and offices, along with residential buildings.

**Client:**  
Concord Adex Developments Corp.

Key growth opportunity **3**

# Smart Sustainable Buildings

Leverage our leading position in advisory and sustainability strategies

## Improving our business through:

- Built asset portfolio decarbonization - stepped approach that meets the client's stage of readiness
- ESG planning and realization
- Multi-sector coverage including industrial, technology as well as owners and occupiers.

## Key differentiators:

- 20+ years experience in Net Zero buildings, retrofit and sustainability certification
- Integrated teams and solutions: building systems, architectural design and digital tools for analysis.

## Client examples:

**THE JOAN**  
hbreavis  
citi**bank**

**Honeywell**  
  
CITY OF LONDON

# Mobility

The Mobility GBA creates thriving and connected cities and communities around the world. We serve as a green enabler, helping organizations accelerate their net zero transitions through our solutions for highways, airports, rail and new mobility technologies.

## Client offering



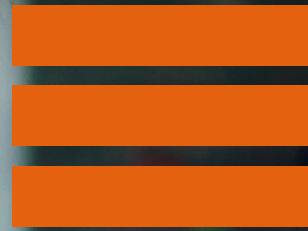
New Mobility & Transportation Hubs



Connected Highways



Intelligent Rail & Transit



# Mobility leading positions in the world

## North America

**22%** TOTAL NET REVENUE



Connected Highways



Intelligent Rail & Transit

## UK & Ireland

**33%** TOTAL NET REVENUE



Connected Highways



Intelligent Rail & Transit



New Mobility & Transportation Hubs

## Continental Europe

**27%** TOTAL NET REVENUE



Connected Highways



Intelligent Rail & Transit



New Mobility & Transportation Hubs

## Australia

**18%** TOTAL NET REVENUE



Connected Highways



Intelligent Rail & Transit

Percentages reflect regional Net Revenue as a part of total Mobility Net Revenue for 2023 Q3 YtD.

# Mobility well positioned for growth

## Client offering



Intelligent Rail & Transit



Connected Highways



New Mobility & Transportation Hubs



Intelligent Rail & Transit



Intelligent Rail & Transit

## Market drivers

Global asset management market is to reach

**\$76B**

by 2030

Connecting Europe Facility program to fund

**\$30Bn**

transportation projects (2021-2027)

EV Infrastructure market

**\$400Bn**

by 2030

Advanced Air Mobility Market expected to reach

**\$50Bn**

by 2032 (2022: \$8B)

German government committed

**€40Bn**

for renovation and modernization of rail infrastructure

## Key growth opportunities

Become leading advisor in global shift to **decarbonize & digitize transport.**

Leverage strong **Design & Engineering** expertise capitalizing on increased funding.

Become a global leader in **Asset and Mobility Management.**

Key growth opportunity

1

# Become leading advisors in the shift to decarbonize and digitize transport

Improving our business through:

- Fleet EV combining advisory with infrastructure design and management
- Expand technical advisory and program management
- Global roll out of Dutch digital solution in rail signaling
- Expansion of GEC capability.

Key differentiators:

- >10 years of experience in EV advisory
- Strong position in fleet electrification in the UK
- Standardized ways of working.

Client examples:



Transport  
for NSW



Rijkswaterstaat  
Ministerie van Infrastructuur en Waterstaat



Key growth opportunity

2

# Leverage strong Design & Engineering expertise

Capitalizing on increased funding

## Improving our business through:

- Leverage strong capabilities from Europe and Australia to North America
- Resource agility and optimization through global major project program approach
- Tap into strong market presence Canada.

## Key differentiators:

- Assured and Data Led approach to Standardization and Automation
- Leveraging strong GEC capability.

## Client examples:

ferrovial DRAGADOS 

Key growth opportunity

3

# Becoming a global leader in Asset and Mobility Management

## Improving our business through:

Leveraging our viable digital solutions:

- Bridge Health
- Intelligence products
- Digital twins for predictive maintenance planning.

Globally scaling our expertise:

- Asset Management from the Netherlands
- Mobility Management from the US.

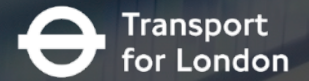
## Key differentiators:

- Strong track record with government clients
- GEC capabilities
- Intelligence-Mobility collaboration.

## Client examples:



**ProRail**



Key growth opportunity

3

Data driven  
asset  
management



Arcadis



Arcadis case study:

# Global leader in Asset and Mobility Management

Through the use of Digital Twin applications, we can more efficiently manage traffic flow through the tunnel, better maintain the structure and closely monitor air and environmental pollution.

**Client:**  
Province of North Holland



Waterwolf tunnel

Oostbuis

Westbuis



NOODUITGANG

# Intelligence

Our new GBA fuses human creativity with digital intelligence, allowing us to provide direct-to-market data services and digital products, delivering innovation to clients worldwide.

## Client offering



Smart Asset &  
Building Analytics



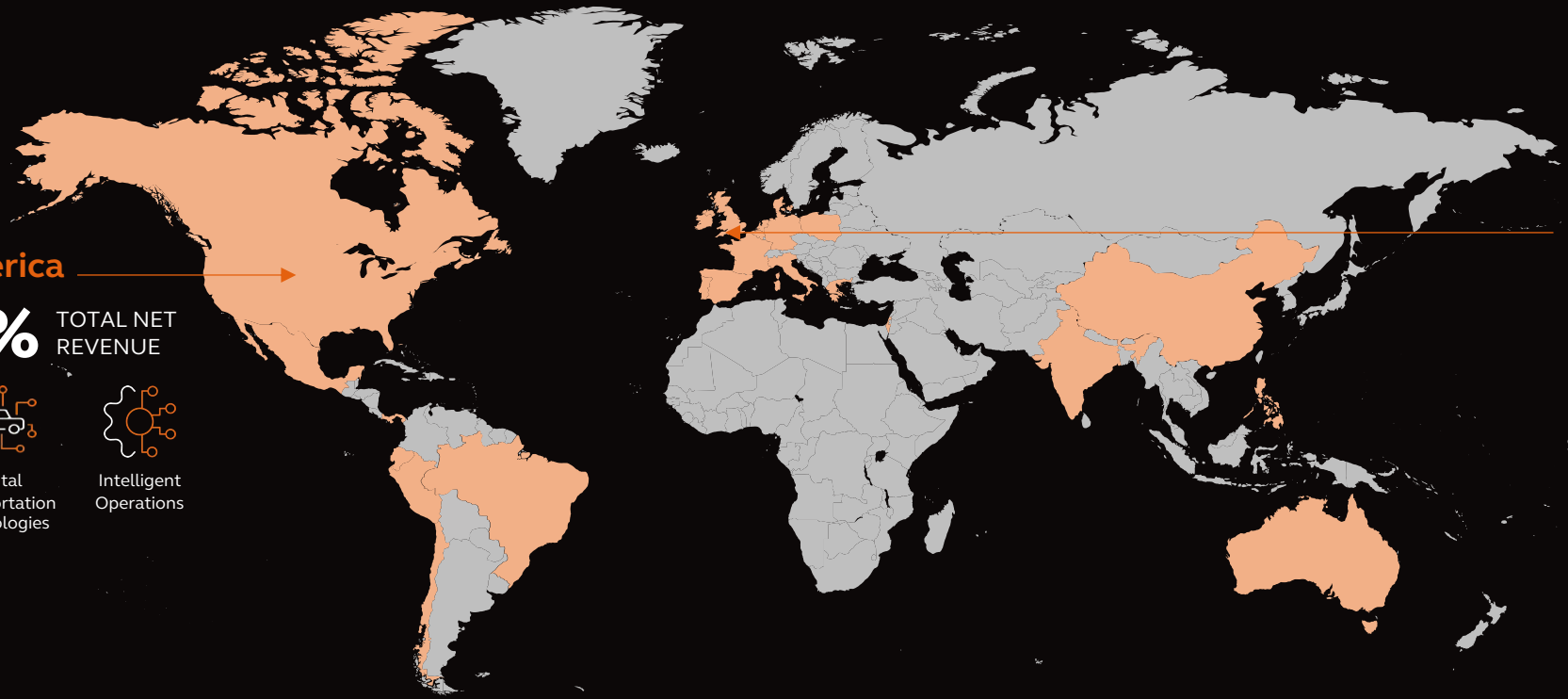
Digital  
Transportation  
Technologies



Intelligent  
Operations



# Intelligence to capitalize on GBA collaboration and key clients



## North America

**73%** TOTAL NET REVENUE

- Smart Asset & Building Analytics
- Digital Transportation Technologies
- Intelligent Operations

## UK & Ireland

**19%** TOTAL NET REVENUE

- Smart Asset & Building Analytics
- Digital Transportation Technologies
- Intelligent Operations

## Rest of world

**8%** TOTAL NET REVENUE

- Smart Asset & Building Analytics
- Digital Transportation Technologies



Percentages reflect regional Net Revenue as a part of total Intelligence Net Revenue for 2023 Q3 YtD.

# Bringing together strong GBA expertise and client reach with advisory analytics and technology

## Resilience | Places | Mobility

- Domain expertise
- Strong global market positioning
- Strong Key Client program.

## Intelligence

- Deep subject matter knowledge
- Digital expertise & capabilities.

## Suite of products

Enterprise Decision  
Analytics



Enterprise Asset  
Management



Tolling Platform



HydroNET

## Across asset classes



Transit



Buildings



Water



Energy



Rail



Highways



Natural  
assets

# Intelligence well positioned for growth

## Client offering

Smart Asset & Building Analytics

Digital Transportation Technologies

Intelligent Operations

## Market drivers

Global market in IoT for Smart Cities  
**\$310Bn**  
 by 2026

Intelligent Transportation Systems market to reach  
**\$39Bn**  
 by 2030

- Decarbonization
  - Climate adaptation
  - Connecting & thriving communities.
- 
- Efficient data collection
  - Operational efficiency
  - Operating expense reduction.

## Key growth opportunities

Enterprise Decision Analytics      Enterprise Asset Management

CurbIQ Tolling Platform      TRAVELiQ HotSpot

CANFLOOD      WOVEN Arcadis Smart Solutions HydroNET

Sources: Markets & Markets: IoT in Smart Cities Market, Straits Research.

Key growth opportunity **1**

# Enterprise Decision Analytics

Expansion across US and grow with real estate and water clients

Improving our business through:

- Growth into real estate portfolios with Places
- Grow water utilities clients together with Resilience's Water Optimization team.

Key differentiators:

- Strong reputation with large US and UK transportation and utilities clients
- Deep design & engineering and operational knowledge of clients' assets
- Strong cross-asset analytics capability.

Intelligence client examples:



Sector opportunity:

- Financial services
- Technology & Data centers
- Utilities North America & UK.



Key growth opportunity

1

# Enterprise Decision Analytics



Arcadis



Arcadis EDA product for:

**Deep  
understanding,  
total asset  
portfolio  
performance**

In preparation of an asset portfolio expansion, we are supporting Infrastructure Ontario in collecting condition-assessment data across its entire portfolio of facilities and property assets.

**Client:**  
Infrastructure Ontario

Key growth opportunity

2

# Travel-IQ

Expand and grow our leading position in North America

## Improving our business through:

- Leverage deep market access through Arcadis Mobility client relationships.

## Key differentiators:

- Real-time information directly provided by the Depts. of Transportation
- Sophisticated congestion, incident, roadwork and disaster information on mobile, desktop and phone
- Deep client relationships with Depts. of transportation, state, province and local governments.

## Intelligence client examples:

*massDOT*  
Massachusetts Department of Transportation

Ontario

*ADOT*

NEW YORK  
STATE OF OPPORTUNITY

*FDOT*

## Sector opportunity North America & UK:

- Transportation
- Federal, local government agencies.

# Intelligence of the future

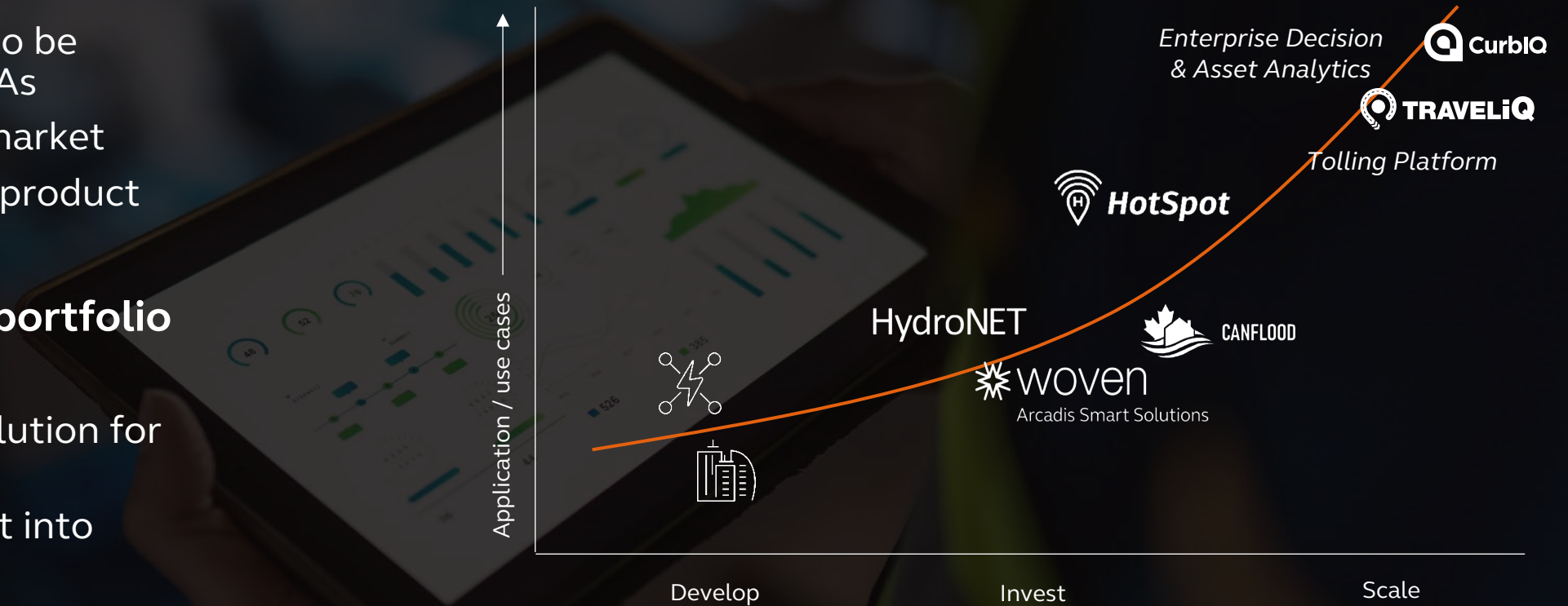
## 36,000 people strong

### Our journey

- Significant growth to be captured across GBAs
- One Arcadis go-to market
- Further strengthen product portfolio

### Clear approach to portfolio development

- Develop product solution for specific use case
- When proven, invest into bringing to market
- If successful scale to multiple asset classes and use cases





PART 6

# Financial framework and capital allocation

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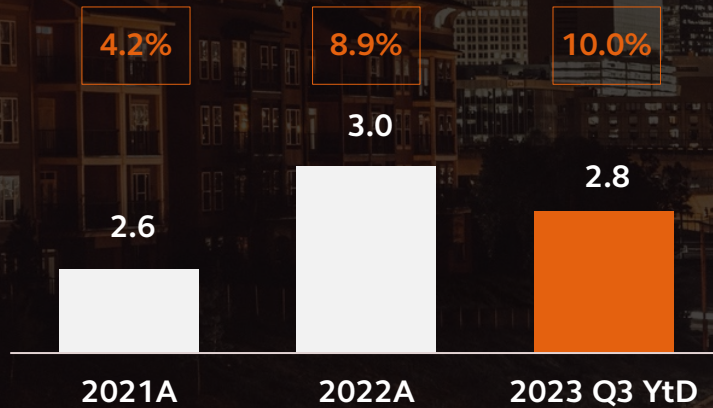
Virginie Duperat-Vergne  
CFO

# Strong organic topline growth delivered

## Net Revenues and organic growth

€ billions, %

Organic Net Revenue CAGR: 7%



## Order intake

€ billions

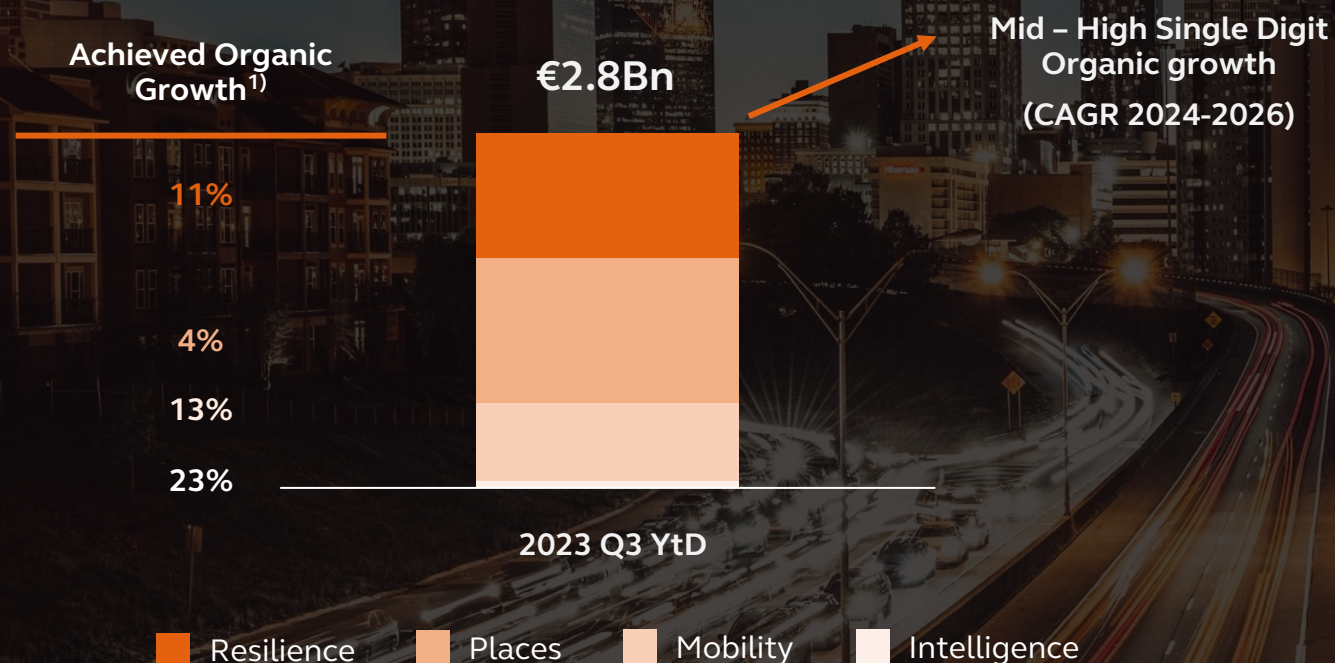


- Success of Key Client program
- Implementation of GBA structure
- Repositioning of portfolio
- Revenue synergies from acquisitions
- Solid client demand in key end markets.

# Well positioned for continued mid-high single digit organic growth

## Net Revenues

€ billions, %

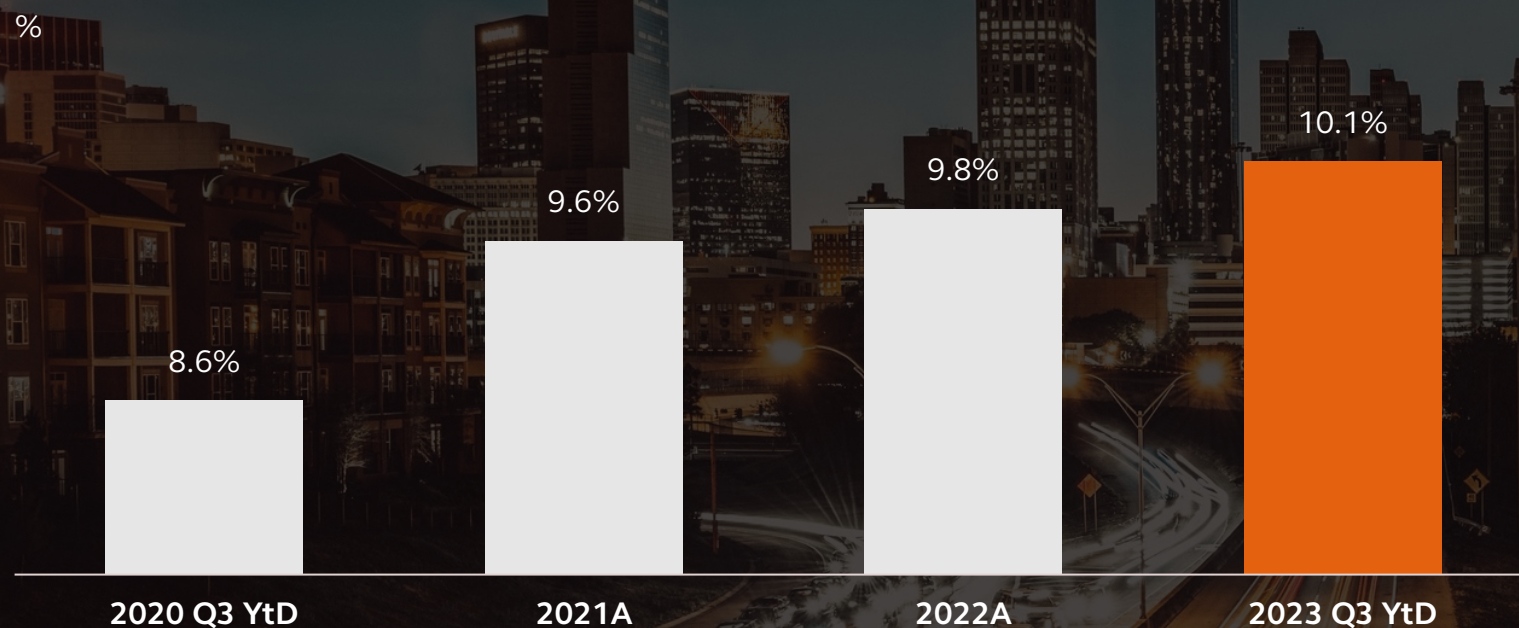


- Strong tailwinds
- GBA cross sell potential
- Growth accelerators:
  - Energy Transition and Sustainable Operations
  - Smart Sustainable Buildings
  - New Mobility
  - Intelligence
- Growing our Key Client Program 2.0
- Digital tools.

1) Average organic growth from end of 2020 until end of Q3 2023. Intelligence pro forma organic growth Q3 QTD, Intelligence created 1 October 2022.

# Consistent margin improvement to meet strategic target

## Operating EBITA Margin Development



- Successful roll out of our strategic initiatives:
  - Increased contribution from Global Excellence Centres
  - Reduction of voluntary attrition
  - Office footprint reduced by 35%<sup>1)</sup>
  - Repositioning of Places, including CallisonRTKL and China
  - Portfolio optimization
- More than offsetting:
  - Normalization of travel and other costs post Covid
  - Pressure of wage and other cost inflation
  - Middle East footprint reduction
  - Some integration cost of acquisitions.

1) Office Footprint reduction baseline is 2020 footprint pre acquisition.

# Using our strategic priorities to create margin levers

## Operating EBITA margin

%





## Organic Growth

# Using our strategic priorities to create margin levers

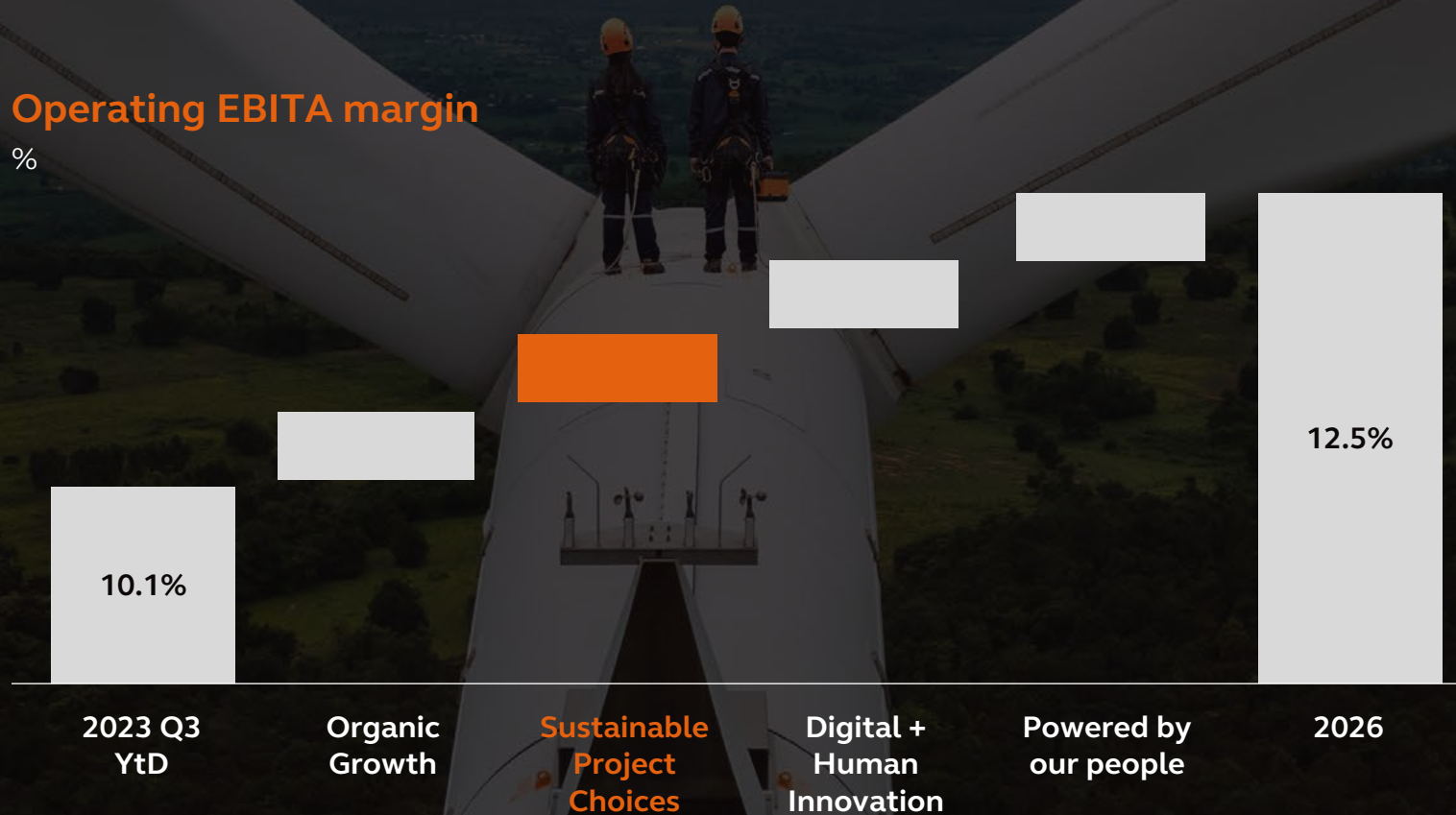
Operating EBITA margin  
%



- Full implementation of Arcadis IBI and Arcadis DPS synergies
- Finalise unwind of Middle East activities
- Operating leverage from organic growth.

# Using our strategic priorities to create margin levers

Operating EBITA margin  
%

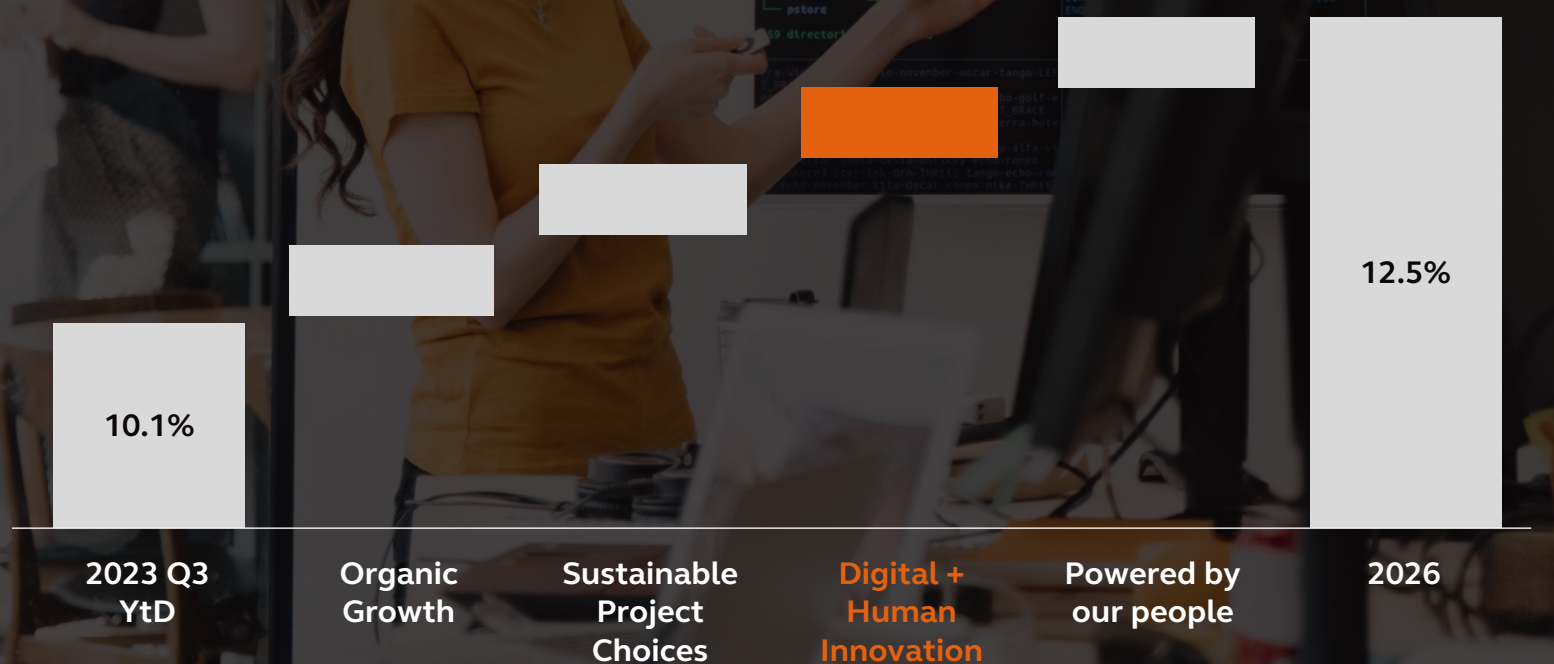


- **Deliberate bidding choices** reflecting our values and economic criteria
- Increasing robustness of our **project selection process**
- **Key Client Program 2.0**
  - Larger projects
  - Repeat opportunity
  - More efficient sales and marketing
- Increased **cross selling**.

# Using our strategic priorities to create margin levers

## Operating EBITA margin

%

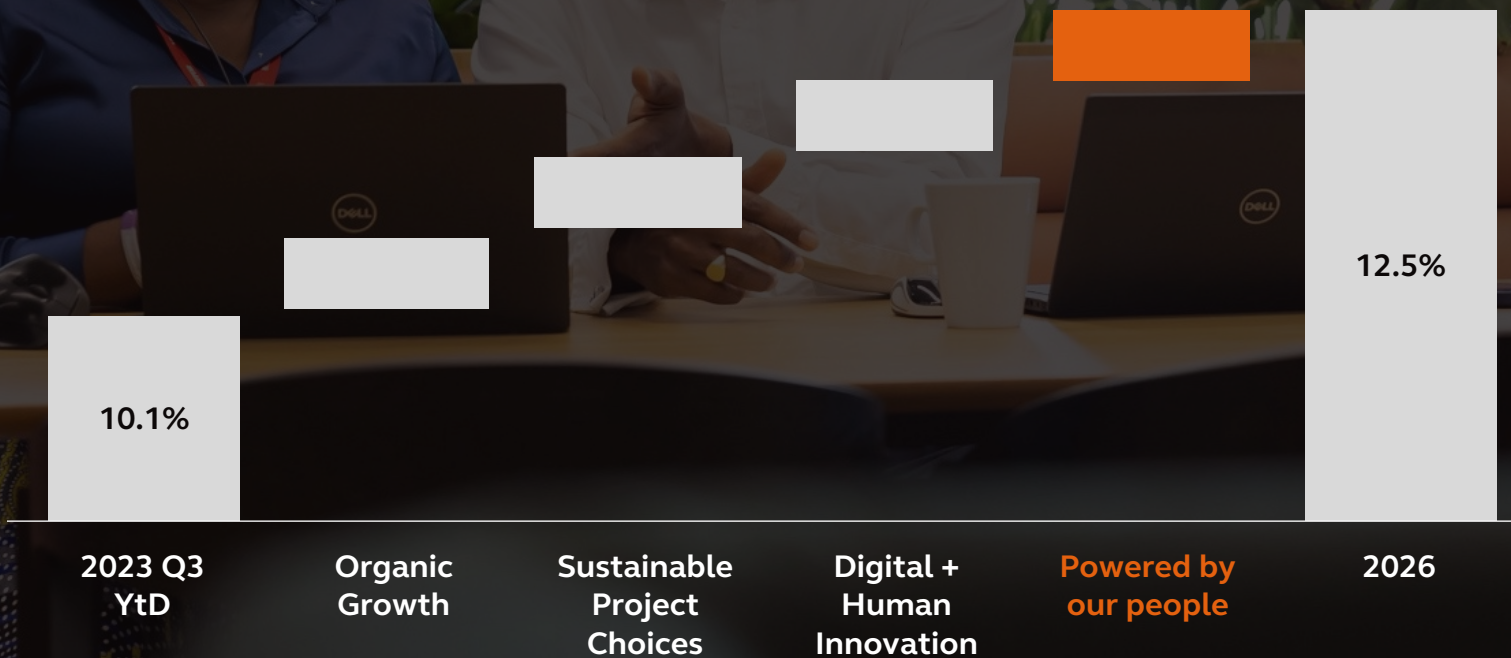


- Increased contribution of Intelligence:
  - Partly offset by investment in products and scaling of organization
- Standardization & Automation:
  - Automation of pursuit process
  - Use of bots, AI and digital tools
- Reducing non-billable hours by 400,000.

Powered by our people

# Using our strategic priorities to create margin levers

Operating EBITA margin  
%

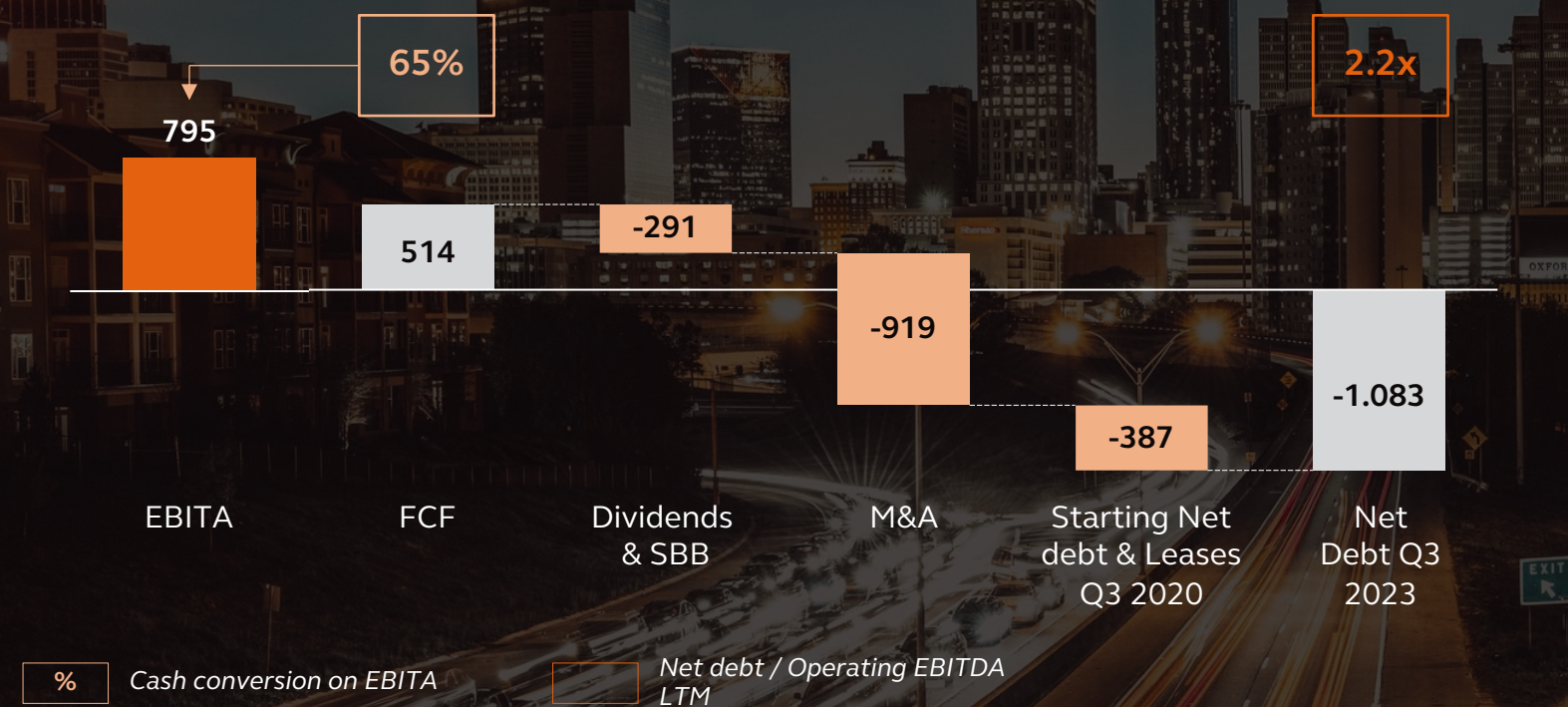


- Driving workforce efficiency through:
  - Resource planning
  - *Skill Powered Organization*
- Double contribution of Global Excellence Centers in client delivery<sup>1)</sup>:
  - Exploring options for new Global Excellence Center location.

1) Double contribution of GECs: increasing share of billable hours from 10% to 20% of the total billable hours

# Strong cash generation used to return capital to shareholders and invest in inorganic growth

Cash flow from operations (€ million)



- Strong cash flow generation:
  - 65% cash conversion on EBITA on back of strong cash collection
  - DRO improved from 82 to 68 days
- Returned €291 million to shareholders:
  - >50% of Free Cash Flow generated
- Invested €0.9 billion in inorganic growth
- Investment Grade rating profile obtained
- Remained within or below leverage target range of 1.5 – 2.5x Net Debt / Operating EBITDA.

# Balanced capital allocation framework

Free  
Cash  
Flow

Return to shareholders

Further strengthening  
balance sheet

M&A and investments

- Dividend payout of 30 – 40% of Net Income from Operations
- Additional returns when appropriate.
- Leverage target range of 1.5 – 2.5x Net Debt / Operating EBITDA
- Retain Investment Grade Rating.
- €40 – 60 million annual CAPEX
- Continue to pursue value accretive M&A.

# Our Targets for 2026

## Strategic Focus Areas

Sustainable project choices

Digital + human innovation

Powered by our people

## Financial Targets

**Organic Net Revenue Growth**  
Mid – High Single Digit  
over the cycle

**Operating EBITA Margin**  
12.5% in 2026

**Net Debt / Operating EBITDA**  
1.5 – 2.5x  
**Investment Grade Rating**

**Shareholder Returns**  
Dividend : 30 – 40% of NifO

## Non-financial Targets

**Net Zero objective**  
Scope 1 and 2 reduction of  
70% GHG emissions by 2026

**Net Zero objective**  
Scope 3 reduction of 45%  
GHG emissions by 2029

**Employee Satisfaction**  
eNPS to remain in top 25%  
of professional services  
sector

**Gender Diversity**  
>40% Women in workforce

# Glossary

- **Organic Net Revenue growth:**  
Underlying growth excludes impact of FX, acquisitions, winddowns or divestments
- **Operating EBITA:**  
Excludes acquisition, restructuring and non-operating integration related costs
- **Net Income from Operations:**  
Net income before non-recurring items and the impairment/amortization of goodwill/identifiable assets
- **Voluntary Staff Turnover:**  
Excludes Middle East as these operations are being wound down
- **Employee Net Promoter Score:**  
Measures employee engagement on a scale of -100 to +100, determining to what extent employees promote Arcadis as a place to work
- **Return on net working capital:**  
**Operating EBITA / Net Working Capital:**  
40-50%, result is average over 2021-2022
- **Net debt / EBITDA**  
Net Debt / Operating EBITDA incl. Proforma IBI and DPS results
- **Diversity:**  
Women in workforce excludes Middle East as these operations are being wound down
- **Cash conversion ratio:**  
Free Cash Flow / Operating EBITA

*Full glossary of non-financial and financial indicators are included in the Annual integrated report*



