ARCADIS

Preview of 2027-2029 Strategy as announced during
Second Quarter and Half Year 2026 Results on 30 July 2026

Focused growth, lasting value

Arcadis Strategy 2027-2029

Arcadis is focused on improving the quality of life to solve clients' biggest problems

Rising capital investment

+66%

4 largest hyperscalers spent more than $416B in capital expenditure during 2025, up 66% yoy.[1)]

Ageing & inadequate infrastructure

68% of US$625B

EPA: two thirds of US drinking water investment need is related to replacing infrastructure: pipe replacements, upgrade treatment facilities.[2)]

Growing demand for climate resilience

$1 ▶ $9

Every US$1 invested in resilience can protect up to US$8.60 of asset value, providing a strong economic rationale for infrastructure owners.[3)]

Growing project complexity driving cost overruns

Mega projects increasingly delayed with 79% cost overruns

Client increasingly face multiple layers of complexity simultaneously: stakeholder, permitting & energy requirements, labor shortages, climate adaptation.[4)]

Expanding emphasis on asset lifecycle

20-40% cost reductions

Infrastructure owners can achieve 20–40% lifecycle cost reductions by optimizing ownership across planning, design, operations, maintenance and renewal phases.[5)]

[1)] *BCG: CAPEX Trends: Analysis of 2025's Record Expenditures,* [2)] *EPA's 7th Drinking Water Infrastructure Needs Survey,* [3)] *World Bank Group: Low Cost, High Yield: The Adaptation and Resilience Investment Opportunity for Infrastructure,* [4)] *McKinsey: Increasing Transparency in Megaproject Execution,* [5)] *BCG: The Long-Term Cost of Short-Term Thinking in Infrastructure*

ARCADIS

Our strategy: Focused profitable growth, lasting results

Focus on our strengths

Focus investments
Invest in the most attractive spaces where we have proven track record

Offer end-to-end services
Leverage expertise across different stages of the asset lifecycle

Reshape portfolio
Review our portfolio and redeploy capital to strategic priorities

Simplify around clients

Streamline how we work
Bring our best people, standardize delivery approaches to scale faster (global & local)

Client centricity
Empower our client-facing teams to drive superior client experience

Leverage scale
Invest in process optimisation and automation to drive scalability and efficiency

Drive performance culture

Strengthen commercial model
Enhance win-rate through differentiated pricing and sector-aligned sales incentives

Manage and incentivize performance
Drive a perform-reward culture built on clear expectations and recognition of success

Sharpen talent strategy
Re-establish top talent training programs and continue to be the employer of choice

AI & digital focus

Principles of how we scale: Build with clients based on needs, focusing investments on our priority sectors

Operating model to do it: Combine data, talent and the right operating model to power delivery at scale

Plan to scale: Collect and prioritize the best ideas, finding efficiencies in how we deliver

Focus on our strengths

Invest in Core and Accelerate Industries to drive growth and margin

Core
Large, structurally growing, low-cyclicality markets where we hold strong position

Transportation

Power & Water

- Build out leading position
- Continued investment with select M&A
- Grow end-to-end services

Accelerate
Fast growing sectors where we have a foothold, but not at scale

Industrial Manuf. & Tech

- Build scaled positions
- Increased investment, select M&A
- Grow with our global clients

Optimize
More cyclical, with greater risk of commoditization

Real Estate & Development

- Do more of what we do well
- Pricing hurdles & margin discipline

Environmental services: Scaling our environmental capability as a differentiator and growth driver

ARCADIS

Simplify around clients

Organizing around our clients: from Global Business Areas to Industries

Who we work for

	Core		Accelerate	Optimize
Industries	**Transportation** *27% of net revenue*	**Power & Water** *26% of net revenue*	**Industrial Manuf. & Tech** *21% of net revenue*	**Real Estate & Development** *26% of net revenue*
				
Sectors	Rail, Transit & Ports	Power, Energy & Mining	Life Sciences & Pharmaceuticals	Public, Institutional and Defense
	Highways & Roads	Water	General Manufacturing	Property Investors & Occupiers
			Digital Infrastructure	

Note: All revenues pertain to 2025 values

ARCADIS

Simplify around clients

Focus where we provide end-to-end integrated service offering

What we do

Transportation

Power & Water

Industrial Manuf. & Tech

Real Estate & Development

Services

Integrated service offering

Selected service offering

Advisory

Environment

Design & Engineering

Program Mgmt.[1]

Architecture

Asset Mgmt.

1) Covering Project and Program Management, Cost and Commercial Management, Construction Management

Drive performance culture

Aligning talent, incentives and performance

How we deliver

What we want to achieve

- Step-change the commercial acumen and outcome-based pricing
- Drive efficiencies in back-office and in core engineering services, enabled by AI
- Embrace entrepreneurship and growth mindset, investing in future leaders to deliver strategy

Talent

Incentives

Performance

People strategy to succeed

- Sharpen incentive structures and performance management, tying them to growth, margin and value
- Reset talent strategy to attract and develop the next generation of Arcadians

We bring together the world's brightest to solve the most complex infrastructure and environmental challenges

Why Arcadis

- **Long heritage and people with deep expertise**
  #1 in semiconductors, pharma and hazardous waste; **top-3** in data centres and power
- **Environmental expertise built in, not bolted on**
  From **energy, power** and **water** to **transportation**
- **Built to solve the most complex challenges in an AI world**
  Coordinating multiple stakeholders and competing demands is where **we're most experienced**
- **We solve problems at every stage of an asset's life**
  From **planning** decisions, through **delivery**, to **renewal**, and **everything in between**

Our clients keep choosing us

95% of revenue from repeat clients: earned trust, not one-off wins

ARCADIS

2027-2029 targets: We will step change our performance through the strategy

Mid-single digit	2027-2029 **Organic Net revenue growth**
Mid- to high-teens	2029 **Operating EBITDA[1] margin**

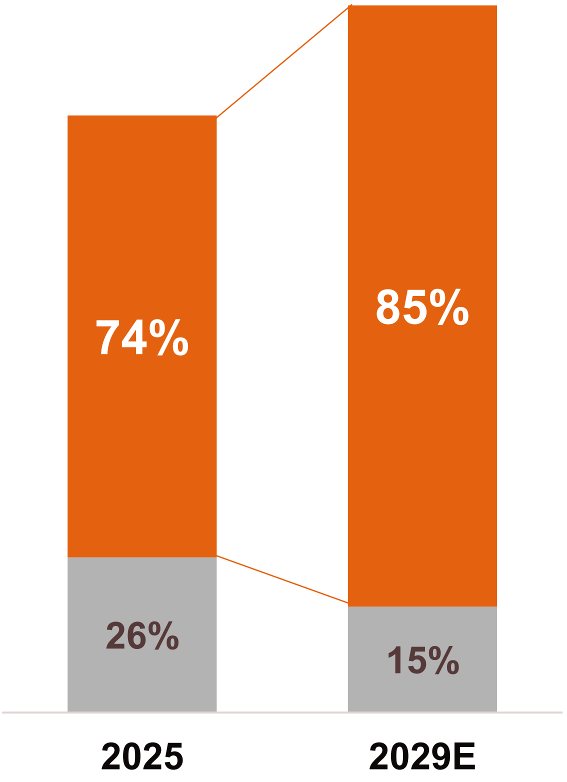
[1)] *Operating EBITDA is calculated as earnings before interest, tax, depreciation and amortization and excludes restructuring, integration, disposal and acquisition related costs and net result from divestments*

ARCADIS

Strategic prioritization reshapes our revenue mix towards high growth end markets

2027-2029 Targets: Net Revenues

Net revenue split
%



Power & Water

Transportation

Industrial Manufacturing & Tech

Real Estate & Development

Growing Core & Accelerate from 74% to 85% by 2029

Core

Focused investments
Targeting above-market growth by increasing our share of wallet with our Key Clients

Accelerate

Gain market share by adding new Key Clients

Optimize

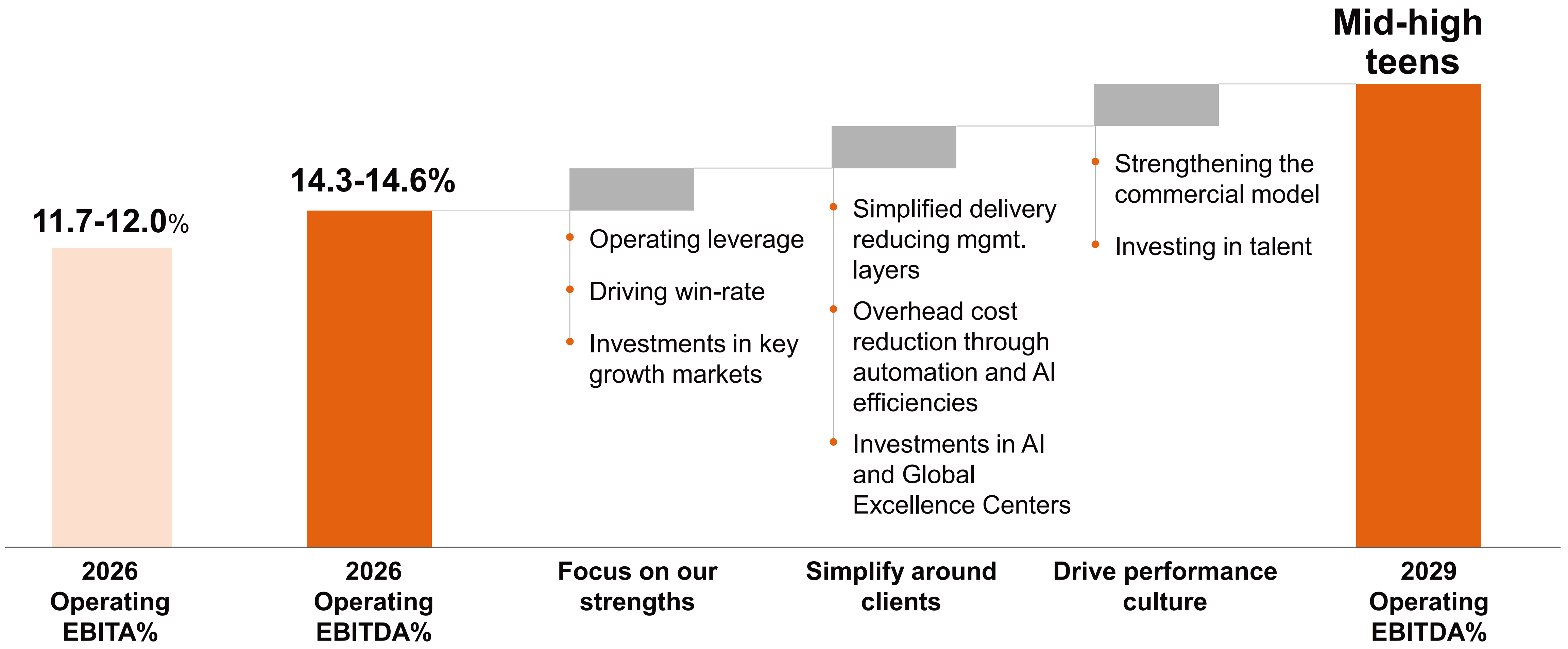
Review of long-term potential of select businesses

Disciplined and selective pursuits

Preview of 2027-2029 Strategy as announced during Second Quarter and Half Year 2026 Results on 30 July 2026

We will drive sustainable margin improvement through our strategic pillars

2027-2029 Targets: Operating EBITDA Margin



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.