FULL YEAR RESULTS 2017

Peter Oosterveer | CEO

Renier Vree | CFO

Amsterdam 15 February 2018

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 thereto) 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.

Design & Consultancy for natural and built assets

PETER OOSTERVEER

Chief Executive Officer

MELBOURNE METRO

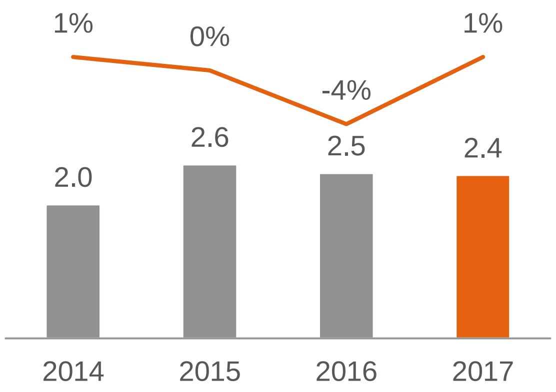
Melbourne, Australia

9 INDUSTRY, INNOVATION AND INFRASTRUCTURE

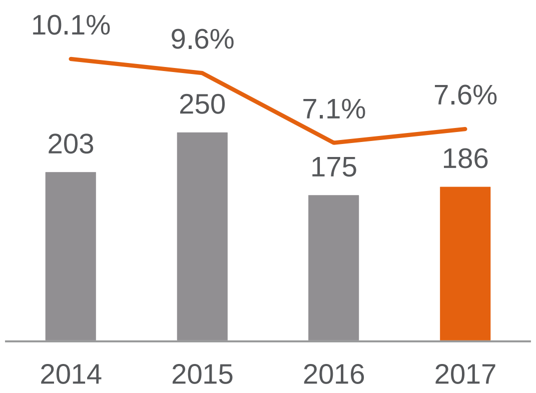
13 CLIMATE ACTION

PERFORMANCE IMPROVEMENT

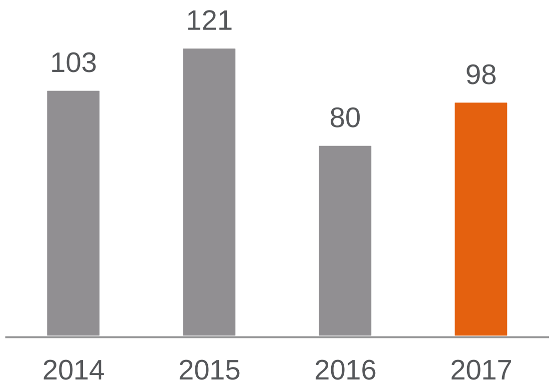
Net revenue & organic growth
€ millions and %



Operating EBITA (margin)
€ millions and %



Free cash flow
€ millions



Progress in 2017

Organic net revenue growth, resulting from increased client focus

Operating EBITA margin improved, driven by cost reductions

Free cash flow increased from improved business performance

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ON TRACK TO DELIVER ON OUR 2018-2020 STRATEGIC PRIORITIES

STRATEGIC PRIORITIES	PROOF POINTS 2017
• Voluntary staff turnover • Staff engagement • Brand • Clients	• People first • Continued investment in Arcadis Academy • One brand, recognized thought leader • Focus on Global Key Clients (17% growth in 2017)

• Organic net revenue growth:
  ◦ Surpass GDP growth in our markets
  ◦ Revenue growth for key clients 2x overall growth
• Innovation: digital adoption by our people and clients
• Sustainability
	• Revenue growth momentum
	  ◦ North America back to growth after 3 years of decline
	• E2MANAGETECH COLLABORATE I INNOVATE I DELIVER; SEAMS Building Analytic Capability
	• Major project wins in water resilience and green buildings

• Operating EBITA margin of 8.5%-9.5% • NWC < 17%, DSO < 85 days • ROIC >10% • Dividend: 30 - 40% of NIfO • Leverage: Net Debt / EBITDA between ~1.0 and 2.0	• Operating EBITA margin improved to 7.6% • NWC: 16.9%; DSO: 88 days • ROIC increased to 7.3% (2016: 6.8%) • Proposed dividend €0.47 / share, pay-out ratio: 40% • Leverage ratio at 2.1 (2017 year-end) • CallisonRTKL: market consultation process started

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RENIER VREE

Chief Financial Officer

NIKE DISTRIBUTION CENTER

Belgium

Q4 / FULL YEAR 2017 – FINANCIAL OVERVIEW

In € millions	FY 2017	FY 2016	Change	Q4 2017	Q4 2016	Change
Gross revenues	**3,219**	3,329	*-3%*	**805**	854	*-6%*
Net revenues	**2,437**	2,468	*-1%*	**595**	608	*-2%*
Organic growth	***1%***			***3%***		
EBITDA	**200**	207	*-3%*	**51**	50	*1%*
EBITA	**161**	166	*-3%*	**41**	40	*2%*
Operating EBITA[1)]	**186**	175	*6%*	**51**	35	*46%*
Operating EBITA margin	***7.6%***	*7.1%*		***8.5%***	*5.7%*	
Free cash flow [2)]	**98**	80	*22%*	**85**	102	*-17%*
Net working capital %	***16.9%***	*17.5%*				
Net debt	**416**	494	*-16%*			
Backlog net revenues (billions)	**2.1**	2.2	*-7%*			
Backlog organic net revenues growth (%)	***2%***	*-6%*				

[1)] *Excluding acquisition, restructuring and integration-related costs and excluding the release of Hyder related litigation provisions of €19.4 million in 2016*
[2)] *Cash flow from operating activities minus investments in (in)tangible assets*

- Operating EBITA margin improved to 7.6% (2016: 7.1%)
- Non-operating costs of €25 million (2016: €29 million); mainly restructuring in Brazil and Europe (€20 million), and M&A
- Net working capital improved to 16.9% (2016: 17.5%)
- Backlog increased organically by 2% (2016: -6%). Currency impact of -9% mainly related to the US Dollar

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FULL YEAR 2017 – NET INCOME AND EPS

In € millions	FY 2017	FY 2016	Change
EBITDA	**200**	207	*-3%*
Depreciation	**-40**	-41	
EBITA	**161**	166	*-3%*
Amortization	**-31**	-53	
EBIT	**130**	113	*14%*
Net finance expenses	**-26**	-29	
Income taxes	**-20**	-16	
Income tax rate	***20%***	*19%*	
Income from associates	**-12**	-3	
Non-controlling interests	**-1**	-1	
Net income	**71**	64	*10%*
Net income from operations[1)]	**101**	91	*11%*
EPS[2)] (€)	**0.82**	0.76	*8%*
EPS from operations[2)] (€)	**1.18**	1.08	*9%*
Dividend (proposal) per share (€)	**0.47**	0.43	*9%*

[1)] Excluding acquisition, restructuring and integration-related costs and excluding the release of Hyder related litigation provisions of €19.4M (2016)
[2)] Average number of shares 2017: €85.9 million (2016: €84.1 million)

- EBIT(D)(A): 2016 included a €19 million provision release
- Amortization 2016 included €15 million impairment
- Net finance expense decreased due to lower debt and weaker US Dollar
- Income tax rate supported by US tax reform; one-time gain of €13 million from revaluation of deferred tax positions
- Loss from associates is related to non-core clean energy assets in Brazil
- EPS up from improved business performance
- Dividend proposal €0.47 (2016: €0.43) pay-out ratio unchanged at 40%

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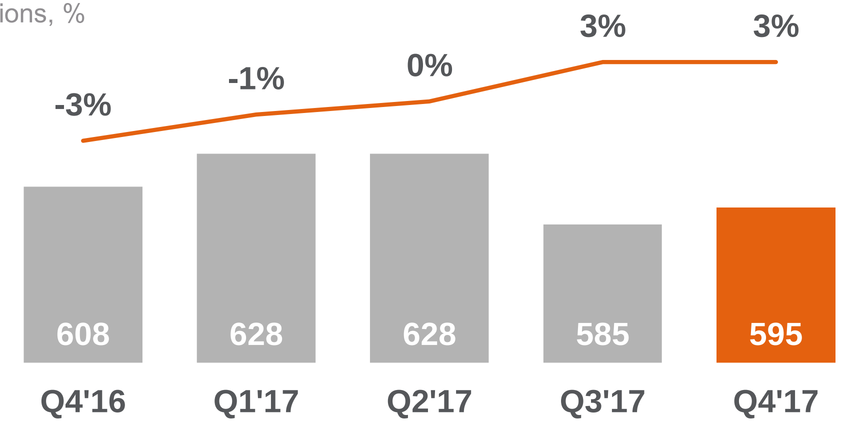
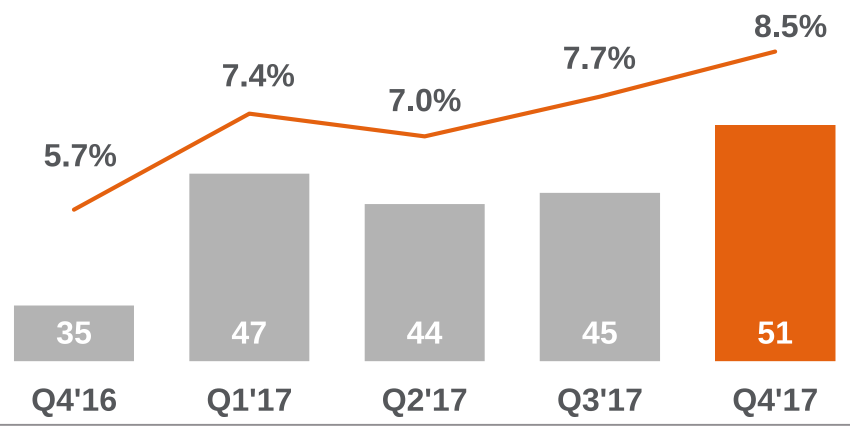
REVENUE AND OPERATING EBITA

Net Revenues and organic growth
€ millions, %



Operating EBITA (margin)
€ millions, %



- Q4 organic net revenue growth 3%; all regions except for Latin America and the Middle-East contributed to this growth
- FY return to organic net revenue growth of 1%:
  - North America back to organic growth of 2%
  - Continued growth in Continental Europe, the UK and Australia

- Q4 operating EBITA margin improved to 8.5%, to which North America, Continental Europe and Latin America contributed most
- FY operating EBITA margin higher at 7.6%
  - Improved margins in North America, Continental Europe and Asia
  - Lower margin in Middle East

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CASH FLOW STATEMENT

In € millions	FY 2017	FY 2016
EBIT	**130**	113
Depreciation and amortization	71	94
EBITDA	**200**	207
Changes in net working capital	2	-1
Changes in other working capital	2	-6
Tax paid	-25	-25
Net interest paid	-24	-24
Other	-4	-12
Cash flow from operating activities	**151**	139
Capital expenditure	-53	-59
Free cash flow	**98**	80

- Free cash flow improved to €98 million (2016: €80 million) due to higher EBIT
- D&A: 2016 included €15 million impairment
- Other: 2016 impacted by €19 million litigation provision release
- Capital expenditure lower due to less office investments

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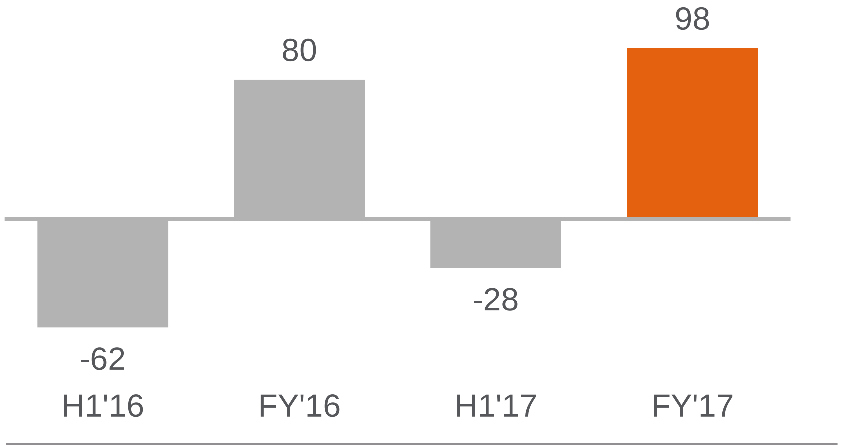
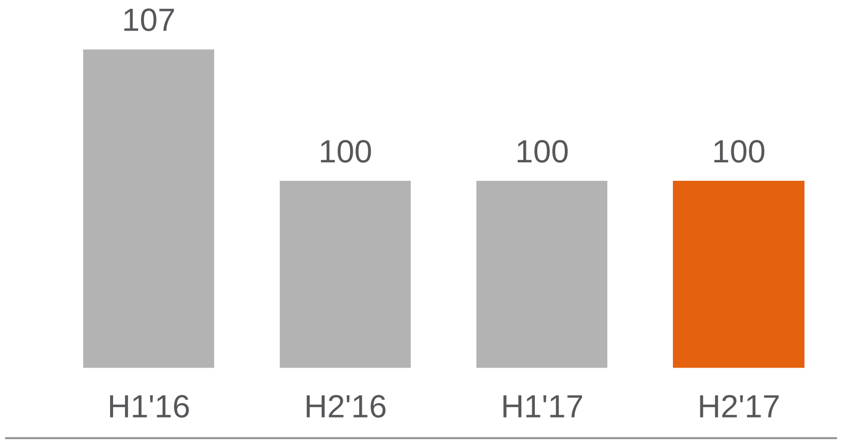
STRONG FREE CASH FLOW IN 2017, NET DEBT SUBSTANTIALLY BELOW LAST YEAR

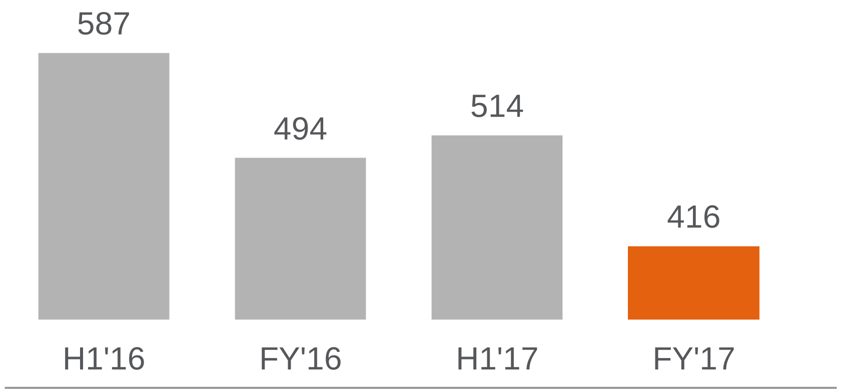
Free Cash Flow
€ millions



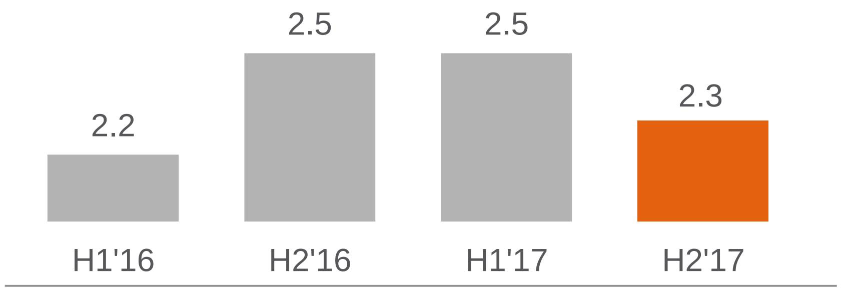
EBITDA
€ millions



Net Debt
€ millions



Average net debt / EBITDA
Calculated using bank covenants methodology



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BALANCE SHEET

In € millions

Assets	31 Dec 2017	31 Dec 2016	Equity and liabilities	31 Dec 2017	31 Dec 2016
Intangible assets	**1,074**	1,170	Equity	**981**	1,002
Fixed assets	**93**	100	Loans & borrowings	**474**	700
Other non-current assets	**91**	87	Other non-current liabilities	**146**	176
Trade receivables	**579**	622	Billing in excess of cost	**284**	287
Work in progress	**486**	518	Short-term debt	**214**	56
Other current assets	**116**	111	Accounts payables	**237**	253
Cash and cash equivalents	**268**	260	Other current liabilities	**371**	394
Total	**2,707**	**2,868**	**Total**	**2,707**	**2,868**

- Balance sheet impacted by lower USD (-14%) and GBP (-4%)
- Portion of long term debt moved to short term as €197 million Bank Loan Terms and USPP's are due to expire in 2018
- Net debt / EBITDA covenant leverage ratio improved to 2.3 (2016: 2.5), the year-end ratio improved to 2.1 (2016: 2.3)

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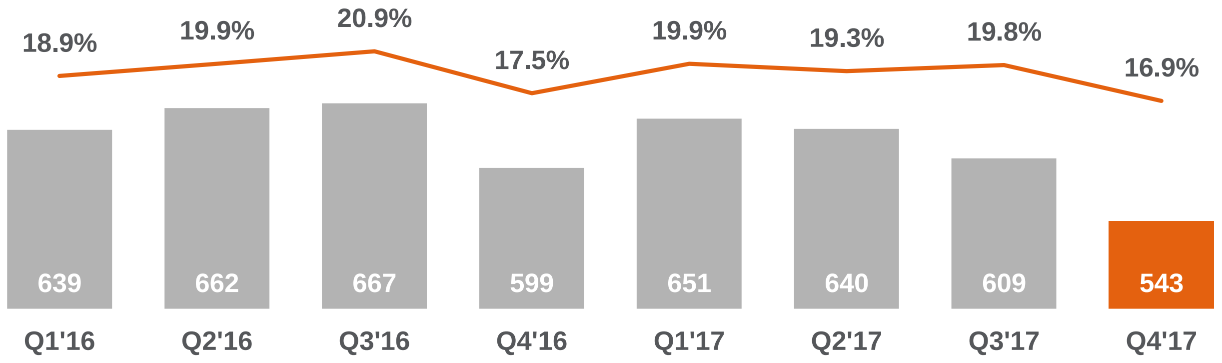
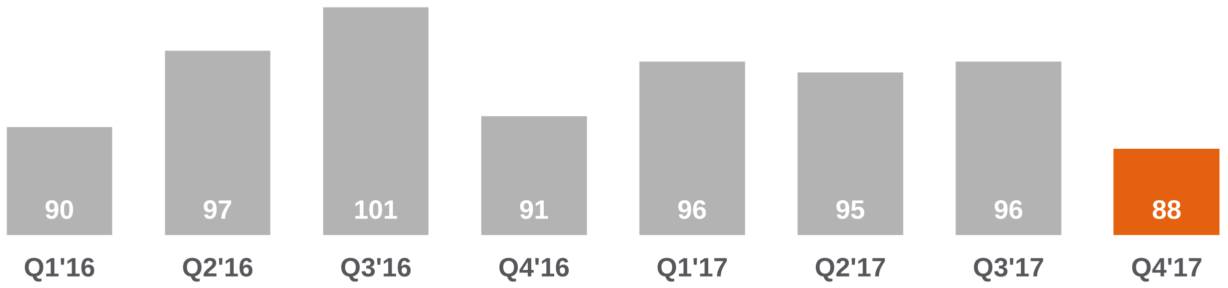
REDUCTION WORKING CAPITAL AND DSO REMAINS PRIORITY

Working capital 2016/2017
€ millions & as % of gross revenues



- NWC of 16.9% at a 3 year low, driven by Continental Europe
- Cash collection KSA and Qatar remains priority

DSO 2016/2017
number of days



- DSO at 88 days from 91 days in Q4 2016
- DSO improved in Continental Europe and Latin America

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AGEING RECEIVABLES

In € millions	31 December 2017		31 December 2016	
	Gross receivable	**As %**	**Gross receivable**	**As %**
Not past due	**298**	*47%*	341	*50%*
Past due 0-30 days	**109**	*17%*	121	*18%*
Past due 31-120 days	**81**	*13%*	79	*12%*
More than 120 day due	**147**	*23%*	137	*20%*
Total	**635**	*100%*	**678**	*100%*
Provision receivables	**-57**		-58	
Provision %	***8.9%***		*8.6%*	
Net Receivables[1)]	**578**		**620**	

[1)] *Excluding receivables from associates*

- Overdue receivables include two large items:
  - KSA: projects completed in 2016
  - US: Oil & Gas project involving insurance
- Provision movement due to utilization of €11 million, net addition of €11 million (P&L charge) and FX impact of -€1 million

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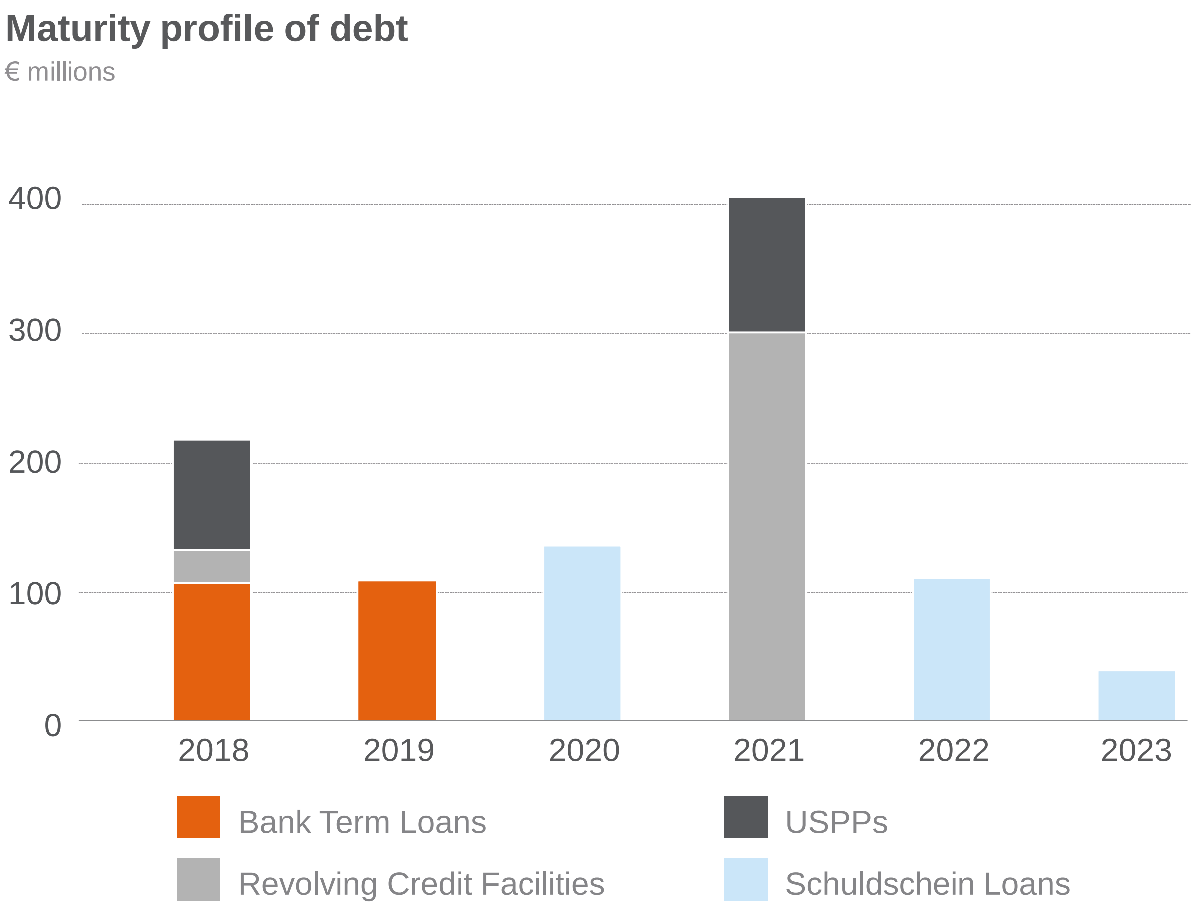
MATURITY PROFILE OF FINANCING



- In 2018 €197 million of debt is expiring for which various options are considered
- Average interest expense at 3.2% (2016: 3.0%) of gross debt

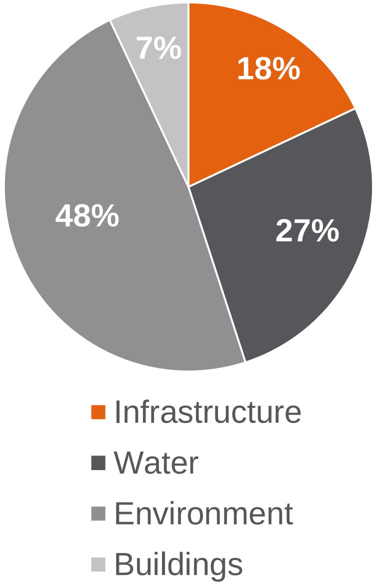
SEGMENTS

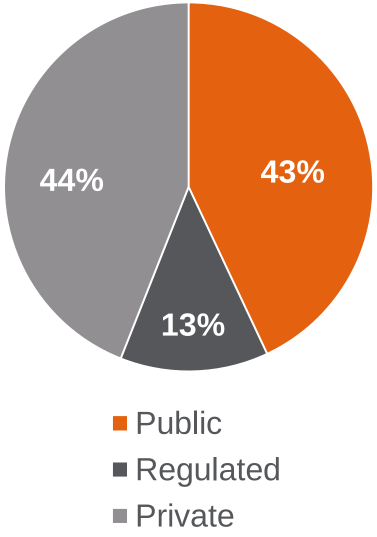
AMERICAS

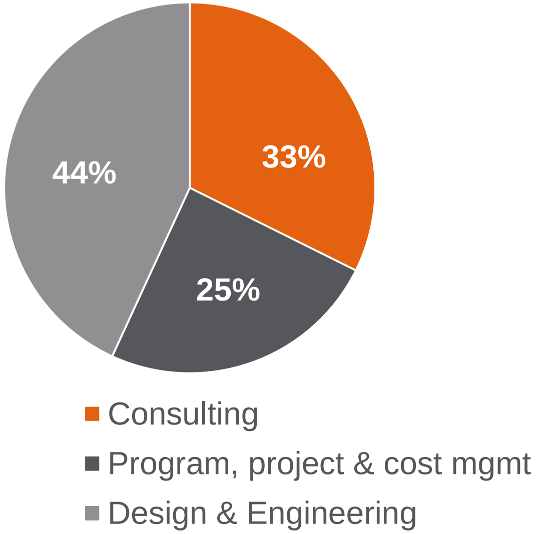
OUR PEOPLE
6,800

OUR CLIENTS
Georgia DoT, USACE, Chevron, PG&E, GE, Sabesp, Vale, Vinci, Brookfield, GE, Codelco, Embraer

% OF ARCADIS NET REVENUE
31%







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AMERICAS SEGMENT 2017 RESULTS

In € millions	FY 2017	FY 2016	Change	Q4 2017	Q4 2016	Change
Gross revenues	**1,175**	1,227	-4%	**293**	323	-9%
Net revenues	**751**	769	-2%	**175**	187	-7%
Organic growth	***-2%***			***1%***		
EBITA	**36.0**	26.3	37%			
Operating EBITA[1)]	**47.5**	36.1	31%			
Operating EBITA margin	***6.3%***	*4.7%*				
Backlog organic growth	***-4%***					
DSO	**84**	86				

[1)] *Operating EBITA excludes acquisitions, restructuring and integration-related costs*

- Organic growth of 2% in North America and -26% in Latin America. Q4 organic growth in North America of 3%, supported by all business lines
- Operating EBITA improved 31% as organic growth returned and operating EBITA margins improved from 7.1% to 8.1% in North America
- Q4 operating results in Latin America close to break-even. Brazilian economy is gaining traction
- Backlog North America organic increase of 5% due to overall good order intake. Positive momentum in Brazilian order intake in Q4
- DSO improved by 2 days

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BRAZIL CLEAN ENERGY ASSETS

- Arcadis Logos Energia (associate, 49.99% owned by Arcadis) has equity stakes in 6 biogas plants in Brazil that convert landfill gas into bio-methane (natural gas substitute) and power, thereby significantly reducing greenhouse gas emissions
- In 2017 we re-assessed the business to optimize value, resulting in an investment plan which is on track. Arcadis will invest up to €20 million
- In 2017 a loss of €12 million was recorded, mainly caused by the loss of production due to relocation of the largest biogas plant
- In the second half of 2018 the divestment of all biogas plants will be initiated

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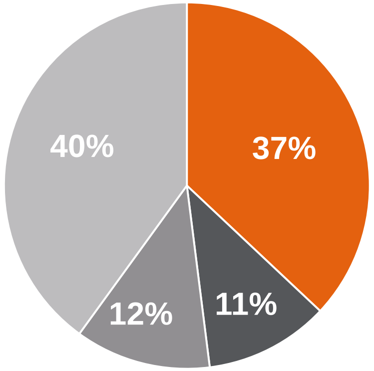
EUROPE AND MIDDLE EAST

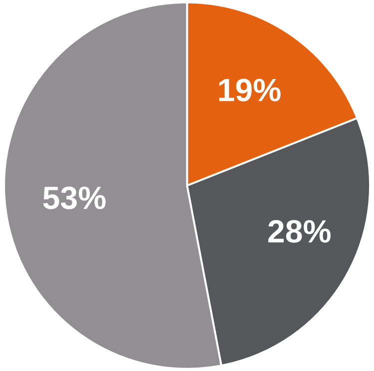
OUR PEOPLE
13,100

OUR CLIENTS
Southern Water, HS2, Cross Rail 2, ProRail, Rijkswaterstaat, Societe du Grand Paris, Nike, Opel, Emaar, Vinci

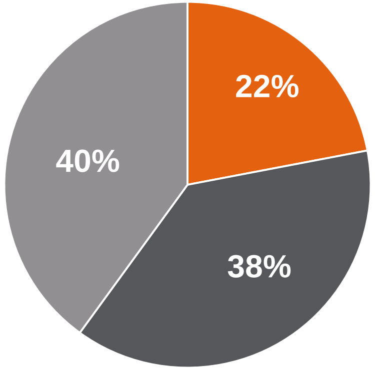
% OF ARCADIS NET REVENUE
46%



- Infrastructure
- Water
- Environment
- Buildings



- Public
- Regulated
- Private



- Consulting
- Program, project & cost mgmt
- Design & Engineering

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EUROPE & MIDDLE EAST SEGMENT 2017 RESULTS

In €millions	FY 2017	FY 2016	Change	Q4 2017	Q4 2016	Change
Gross revenues	**1,337**	1,398	*-4%*	**340**	353	*-4%*
Net revenues	**1,113**	1,117	*0%*	**282**	279	*1%*
Organic growth	***4%***			***4%***		
EBITA	**74.0**	67.0	*10%*			
Operating EBITA[1)]	**84.3**	83.9	*0%*			
Operating EBITA margin	***7.6%***	*7.5%*				
Backlog organic growth	***10%***					
DSO	**96**	100				

[1)] *Operating EBITA excludes acquisitions, restructuring and integration-related costs*

- Organic growth of 4% consists of 6% increase in Continental Europe, 7% in the UK, compensating a 10% decrease in the Middle East
- Operating margin in Continental Europe improved to 7.3% (2016: 6.8%). The private sector drove growth in revenues and order intake
- UK operating margin at 9.2% (2016: 10.0%) due to a high level of bidding activity. Backlog up 36% after winning many strategic pursuits
- Middle East operating margin declined to 4.7% (2016: 8.6%). Backlog came down due to selective bidding and lower demand
- DSO improved by 4 days with Continental Europe and the UK around 70 days. Middle East DSO of ~250 days remains a priority

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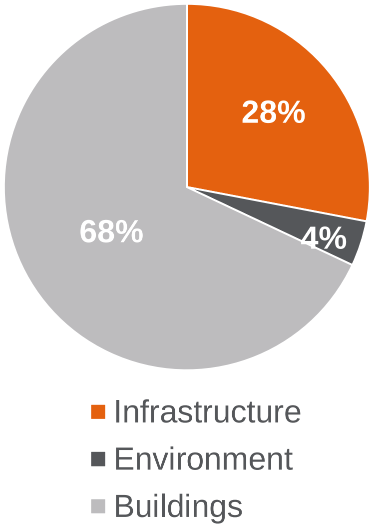
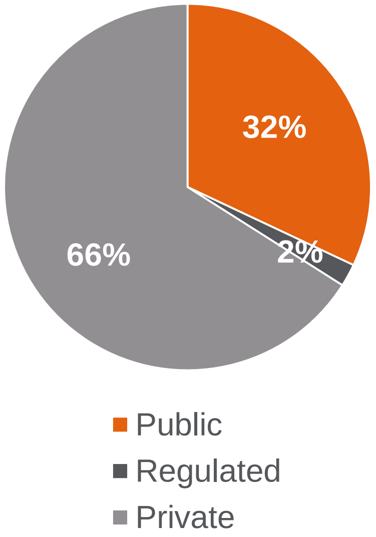
ASIA PACIFIC

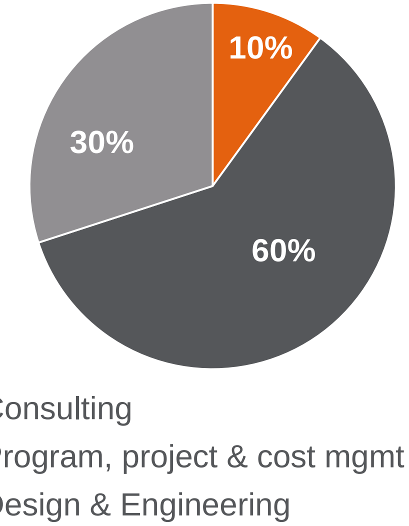
OUR PEOPLE
5,700

OUR CLIENTS
Sung Hung Kai, China Resources, HSBC, Citi, Adidas, BMW, Huawei, Alibaba, LendLease, CPB, Acciona

% OF ARCADIS NET REVENUE
14%







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ASIA PACIFIC SEGMENT 2017 RESULTS

In € millions	FY 2017	FY 2016	Change	Q4 2017	Q4 2016	Change
Gross revenues	**387**	378	*2%*	**98**	97	*2%*
Net revenues	**344**	338	*2%*	**85**	84	*1%*
Organic growth	***2%***			***8%***		
EBITA	**30.1**	30.7	*-2%*			
Operating EBITA[1)]	**30.7**	31.3	*-2%*			
Operating EBITA margin	***8.9%***	*9.3%*				
Backlog organic growth	***6%***					
DSO	**85**	84				

[1)] Operating EBITA excludes acquisitions, restructuring and integration-related costs

- Australia organic growth at 12%, fueled by major projects wins like Sydney and Melbourne Metro
- Revenues in Asia declined earlier in the year, and returned to growth in the fourth quarter. Brunei business divested
- Operating margin in Asia slightly improved to 8.8% (2016: 8.6%), in Australia lower at 10.3% (2016: 11.0%) due to underperforming projects in the first half of 2017
- Backlog growth in Asia due to good order intake in second half of the year. Strong backlog growth Australia

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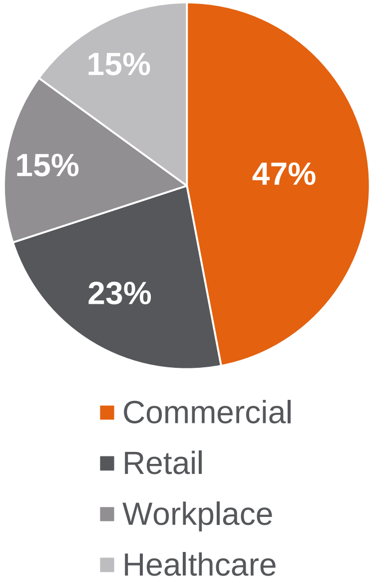
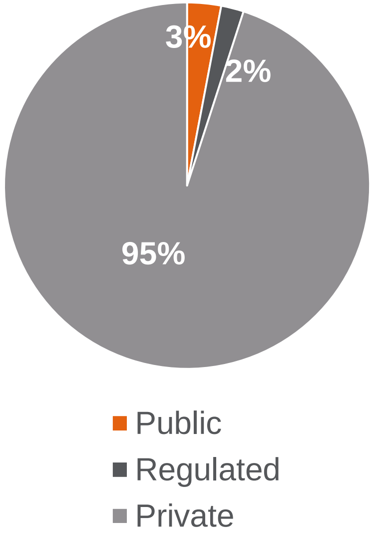
CALLISONRTKL

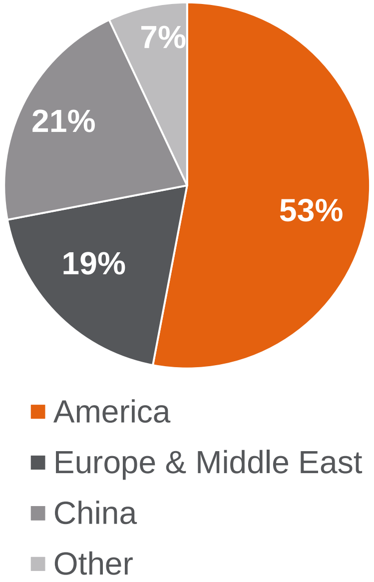
OUR PEOPLE
1,700

OUR CLIENTS
Nordstrom, AT&T, Emaar, Primark, Capital One, Stanford Healthcare

% OF ARCADIS NET REVENUE
9%







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CALLISONRTKL SEGMENT 2017 RESULTS

In € millions	FY 2017	FY 2016	Change	Q4 2017	Q4 2016	Change
Gross revenues	**320**	326	*-2%*	**73**	81	*-10%*
Net revenues	**229**	244	*-6%*	**53**	58	*-8%*
Organic growth	***-3%***			***0%***		
EBITA	**20.8**	22.9	*-9%*			
Operating EBITA[1)]	**23.9**	24.3	*-2%*			
Operating EBITA margin	***10.4%***	*9.9%*				
Backlog organic growth	***-13%***					
DSO	**73**	78				

[1)] *Operating EBITA excludes acquisitions, restructuring and integration-related costs*

- Organic decline of 3% largely driven by adverse developments in US commercial real estate and healthcare markets
- Organic revenues flat in Q4 after a weak Q3, supported by China
- Operating EBITA margin improved to 10.4% after cost measures taken earlier in the year
- DSO improved by 5 days
- Market consultation process for CallisonRTKL started to assess viability of sale

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PETER OOSTERVEER

Chief Executive Officer

EAST SIDE COASTAL RESILIENCY

New York, US

OUR STRATEGIC CONTEXT

MEGA TRENDS

- Urbanization & mobility
- Sustainability & climate change
- Globalization
- Digitization

STAKEHOLDER DIALOGUE

- Employees
- Clients
- Suppliers/subcontractors
- Civil society
- Investors

SUSTAINABLE DEVELOPMENT GOALS RELEVANT FOR ARCADIS

COMPETITIVE LANDSCAPE

- Changing client patterns
- Shift to digital
- Industry consolidation
- Scarcity of qualified people

OUR POSITIONING

LEADING DESIGN AND CONSULTANCY FOR:

SUSTAINABLE AND RESILIENT CITIES

SMART INFRASTRUCTURAL SOLUTIONS

FUTURE-PROOF INDUSTRIES

ARCADIS Design & Consultancy for natural and built assets

A SUSTAINABLE FUTURE THROUGH OUR STRATEGIC PILLARS

PEOPLE & CULTURE

- Create an environment where our people can be at their best
- Recruit, develop and retain the workforce of the future

INNOVATION & GROWTH

- Grow through providing integrated and sustainable solutions to our clients
- Be a digital frontrunner

FOCUS & PERFORMANCE

- Focus on where we can lead
- Deliver client and project excellence

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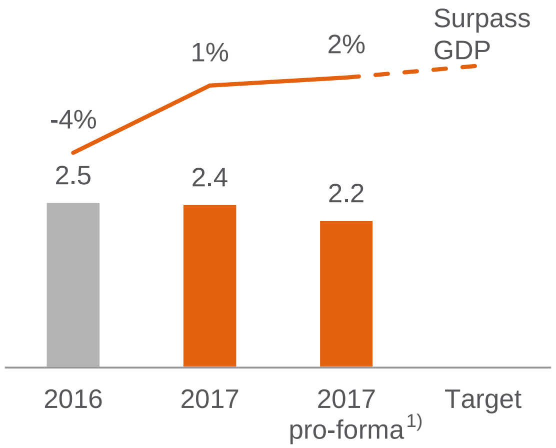
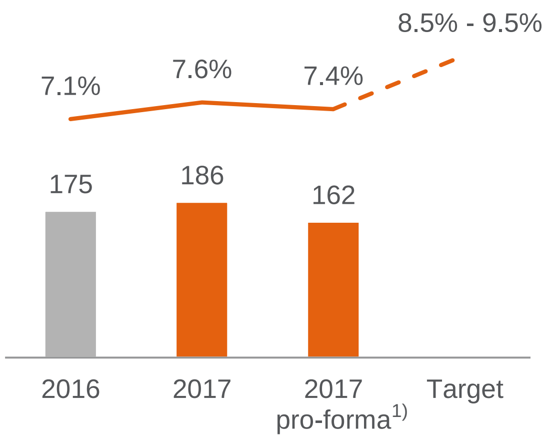
DELIVERING SUSTAINABLE VALUE

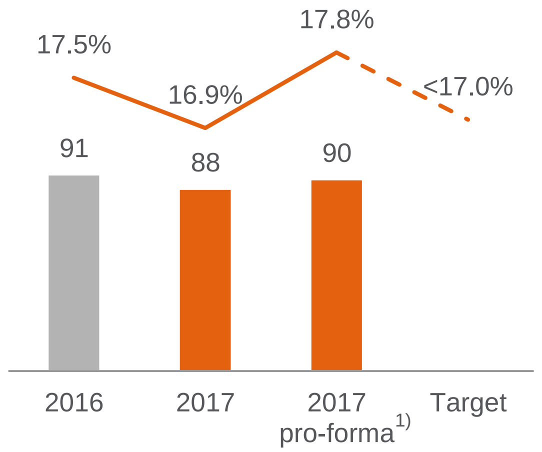
Net Revenue & Organic growth
€ millions and %



Operating EBITA (margin)
€ millions and %



NWC% and DSO
% and days



Value drivers

- Key Clients
- Sustainable & resilient cities
- Digital Solutions

- Higher margin activities
- Project delivery
- Global Excellence Centers

- Selectivity
- Arcadis Way
- Overdue receivables

Outlook

We will execute our strategy against the background of a positive market outlook. Considering the progress made in 2017 we expect to grow revenues organically and improve operating margin in 2018

[1)] *Pro-forma: excluding CallisonRTKL*

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PRIORITIES 2018

- Deliver financial objectives as per the strategic framework 2018-2020
- Select projects, businesses and geographies where we can lead
- Improve project delivery
- Invest in people and culture to build the workforce of the future
- Innovate to become a digital frontrunner in the industry
- Contribute significantly to the UN Sustainable Development Goals
- Conclude the strategic review process of CALLISONRTKL A DESIGN CONSULTANCY OF ARCADIS

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