



Strong first quarter results and continued good order intake

Arcadis Q1 2021 Trading Update
20 April 2021

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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.

Part 1

Q1 2021 Trading Update – key messages

Peter Oosterveer | Chief Executive Officer

**A campus for innovation,
interaction and sustainable
growth**

Project
Client
Services

THE HUB, Emden
City Of Emden, Germany
Consultancy



Strong first quarter results and continued good order intake



- Strong order intake from public and private clients, increased demand driven by:
 - Large infrastructure investments
 - Clients' focus on carbon reduction and climate change mitigation
- Net revenue of € 632 million, organic growth 0.5% and FX impact of -4.5%
- Operating margin improvement driven by North America, the UK and recovery China
- Strong balance sheet and backlog growth, positions us well for 2021 and beyond



0.5%

Organic Net Revenue growth



9.2%

Operating EBITA margin



3%

Organic backlog growth

Well positioned for client demands

Public stimulus & regulation

€2 trillion
US Federal stimulus

Green Deal

EU Taxonomy

Client demands for...

Mobility..



New mobility

Electrification and sustainability



Rail, urban transport

Major sustainable investments programs

Resilience..



Environment

Strong remediation demand (incl. PFAS)



Water

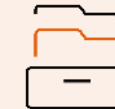
Intelligent water strategies

Places..



Smart cities

Design & consultancy for mixed use
Buildings



Asset management

Data analytics for cost control

Mega trends



Urbanization



Climate
Change



Digitalization



Societal
Expectations

Strong order intake from key clients



€693 million
Order intake



3% million
Organic backlog growth



1.1
Book to Bill

Remediation of defense sites
US Army Corps of Engineers



Set up laboratories across UK hospitals
Roche



Climate protection through groundwater management
Water Management Office Ingolstadt, Germany



Reduce congestion & travelling times
Depts. of Transportation: Alabama, Louisiana, Georgia



Part 2

Financial Results

Virginie Duperat | Chief Financial Officer

**Supporting clients across
multiple phases of their
asset lifecycle**

Client
Services

West Kowloon Cultural District Authority, Hong Kong
Project & Cost management



Operating margin and free cash flow improved

€632_M

(€658M)

Net Revenue

0.5%

Organic Net
Revenue growth

€58_M

(€48M)

Operating EBITA

9.2%

(7.2%)

Operating EBITA

€-39_M

(€-84M)

Free Cash Flow

€107_M

(€424M)

Net Debt



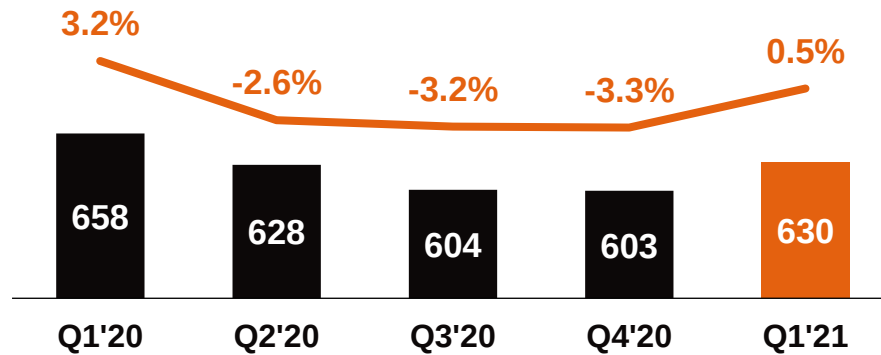
Electrifying automotive plants

Client
Services

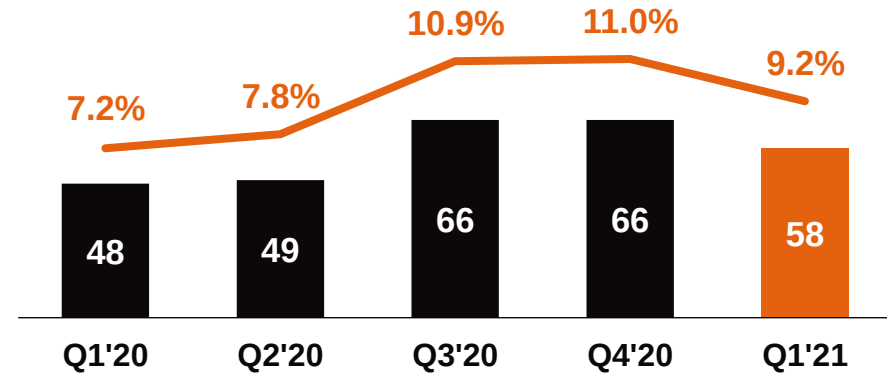
German Car manufacturer
Project & program mgmt.
and Consultancy

Return to organic revenue growth

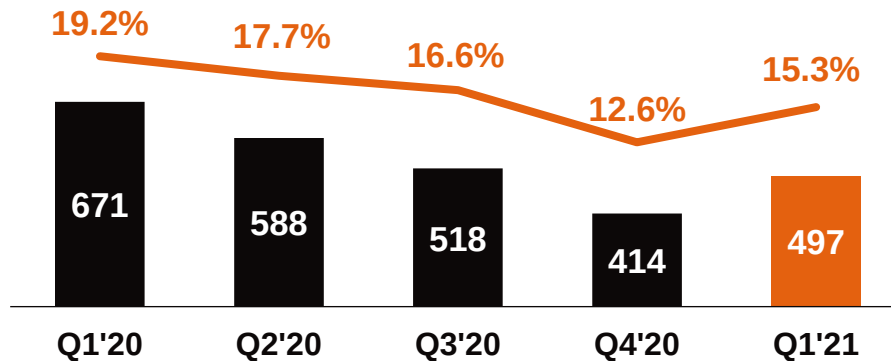
Net Revenues and organic growth
€ millions, %



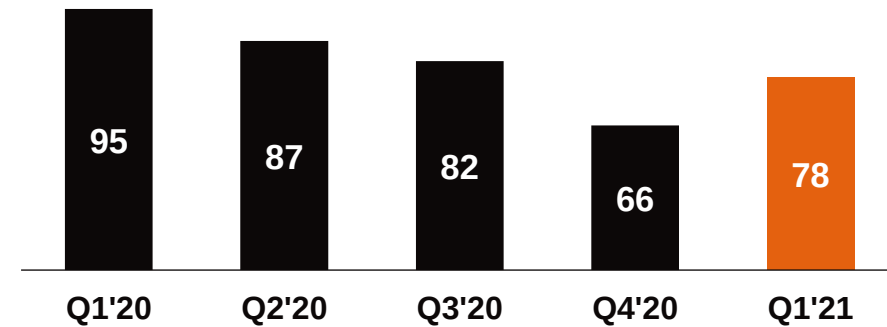
Operating EBITA (margin)
€ millions, %



Net Working Capital
EUR millions, %



Days Sales Outstanding
Days



Revenue growth in Infrastructure, Water & Environment

Net Revenue			Δ		
€ millions	Q1'21	Q1'20	Total	Organic	FX
Americas	€209M	€226M	-7%	3%	-10%
North America					
South America					
Europe & ME	€306M	€302M	1%	3%	-2%
Continental Europe					
UK					
Middle East					
APAC	€77M	€79M	-3%	-4%	2%
Asia					
Australia					
CallisonRTKL	€39M	€51M	-23%	-18%	-5%
Total	€632M	€658M	-4.0%	0.5%	-4.5%

- Growth in Infrastructure and Water, compensated for decline in Environment
- Revenue growth driven by infrastructure work in Brazil
- Lower revenue in the Netherlands, growth in other countries
- Strong growth in Infrastructure, Water and Environment
- Decline in revenues driven by our decision to reduce footprint
- Growth in China, other countries continue to face impact COVID-19
- Temporary decline due to delay in awarding new projects in 2020
- Revenue in line with Q4'20, like-for-like impact of COVID-19 mainly in Retail

Part 3

Wrap up

Peter Oosterveer | Chief Executive Officer

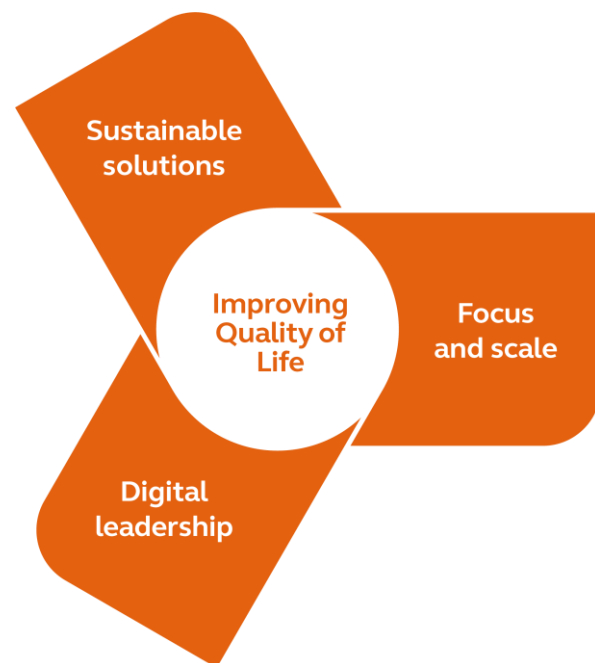
**Design a new and sustainable
wastewater system: ensuring
clean water for 300,000 inhabitants**

Client
Services

Rijnland Water Board, The Netherlands
Design & Engineering



Maximizing Impact: Strategy 2021-2023



Financial targets

Organic Net Revenue Growth Mid-single digit	Margin Operating EBITA margin >10%
Net Working Capital & DSO NWC <15% of gross revenues DSO <75 days	Return on Net Working Capital Operating EBITA / Net Working Capital: 40-50%
Return to shareholders - Dividend: 30-40% of Net Income from Operations - no dilution - Additional returns when appropriate - Net debt/EBITDA between 1.0 and 2.0	

Non-financial targets

Voluntary staff turnover < 10%	Staff engagement Improving annually
Brand Top 3 Brand Strength Index	Diversity Women in workforce >40%
Carbon footprint - Reduce emissions aligned with a 1.5C science-based target before 2030 - Carbon neutral operations investing in high quality, certified abatement and compensation programs from 2020	



Summary

- **A good start of the year**
- **On track to organic growth**
- **Strong economic fundamentals**
- **Strong balance sheet and backlog position**
- **Investments in strategic priorities**
- **Maximize value for all stakeholders**



Q&A

