

Continued strong organic revenue and record backlog

Arcadis Q1 2022 Trading Update

May 4th, 2022



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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 2022 Trading update

key messages

Peter Oosterveer | Chief Executive Officer



Sustained strong client demand driven by climate change, energy transition and urbanization



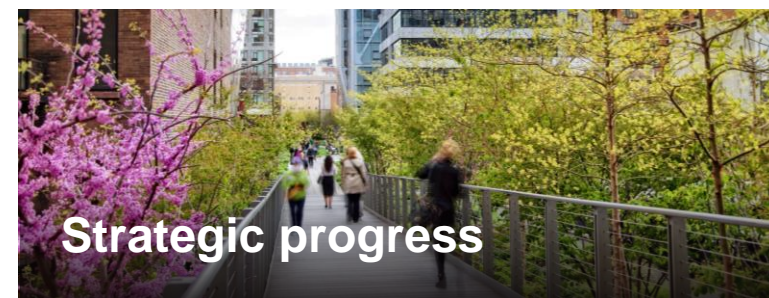
Market environment

- Increased demand in all three GBAs:
 - Energy transition
 - Environmental restoration
 - Smart mobility
- Geopolitical tension, increased energy costs, inflation, COVID-19 lockdowns China



Results Q1 2022

- Organic revenue growth of 5.6%¹⁾
- Record backlog at €2.3 billion. Organic year-on-year backlog growth of 7.6%¹⁾
- Operating EBITA margin improved to 9.4% (2021: 9.2%)
- Free cash flow of €-51 million
- Increased efforts and investments to provide attractive workplace



Strategic progress

- Successful launch of GBAs, scaling expertise, efforts and solutions globally:
 - International collaboration in bidding
 - Increased knowledge sharing and optimal allocation of expertise

Introducing the Global Business Areas

Resilience

The ability to protect, adapt and improve our natural environment and water resources, while sustainably powering our world for future generations.

Key solutions:

- Energy transition
- Environmental restoration
- Water optimization
- Enviro-socio permitting
- Sustainable operations & advisory



Decommissioning of 12 nuclear sites

Magnox | UK



Ecological and biodiversity restoration of the river Meuse

Rijkswaterstaat | Netherlands

Introducing the Global Business Areas

Places

Creating smart and sustainable places for owners, investors, users and communities across the real estate sector.

Key solutions:

- Net zero facilities and sustainable communities
- Asset life cycle (cost) optimization
- Industry 4.0 – Facilities of the future
- Placetech
- Future Workplace



Net Zero distribution facilities

Hoogvliet | Netherlands



Giga factories for world's largest electric battery producer

EV Automotive clients | Nordics

Introducing the Global Business Areas

Mobility

Serve transport owners, operators and contractors to deliver design, asset and program management and new mobility solutions across the world. Creating greener and cleaner solutions.

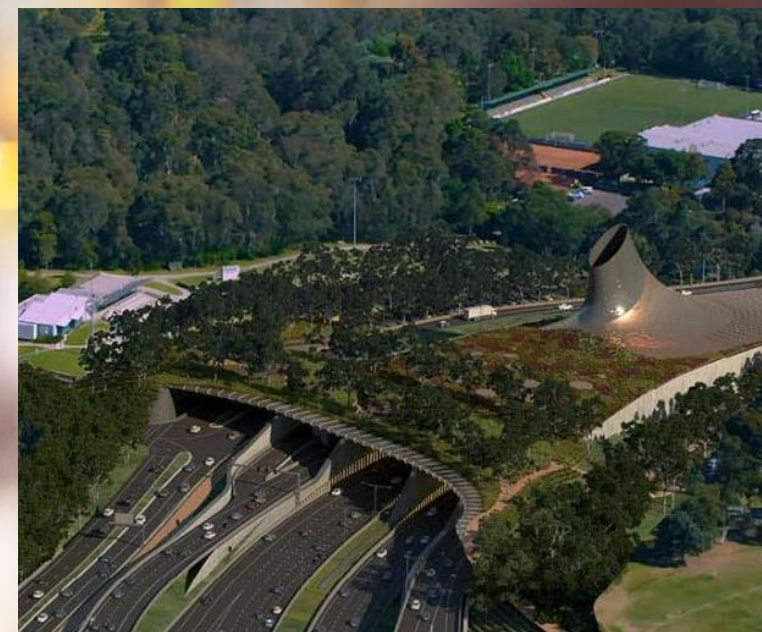
Key solutions:

- Connected Highways
- Intelligent Rail & transit
- New mobility (EV/CAV)
- Integrated Airports
- Resilient Port Infrastructure



New Mobility CAV solutions

Louisiana Department of Transportation | US



North East link road project

Spark consortium | Australia

Part 2

Financial Results

Virginie Duperat | Chief Financial Officer

Good revenue growth and margin improvement

€688M

(Q1'21: €632M)

Net Revenue

5.6%

**Organic Net
Revenue growth¹⁾**

€64M

(Q1'21: €58 M)

Operating EBITA

9.4%

(Q1'21: 9.2%)

**Operating EBITA
margin**

€-51M

(Q1'21: €-39M)

Free Cash Flow¹⁾

€205M

(Q1'21: €376M)

Net Debt



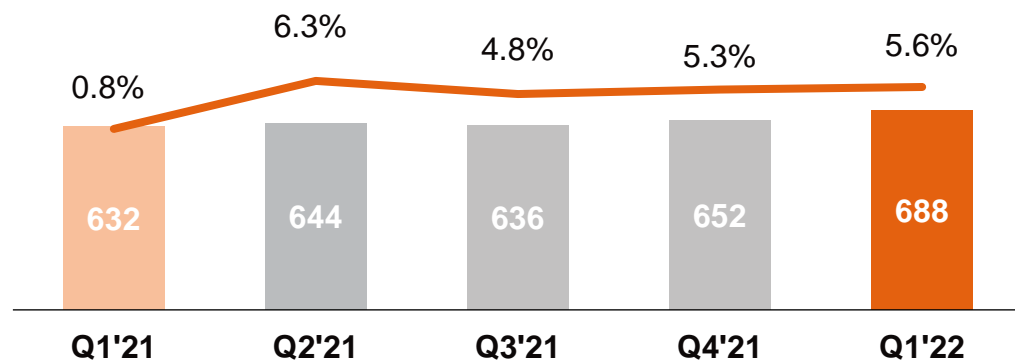
¹⁾ Underlying growth excluding the impact of currency movements, acquisitions or footprint reductions, such as the Middle East, winddowns or divestments

²⁾ Free Cash Flow = Cash flow from operating activities minus capex minus lease liabilities

Accelerated revenue and backlog growth

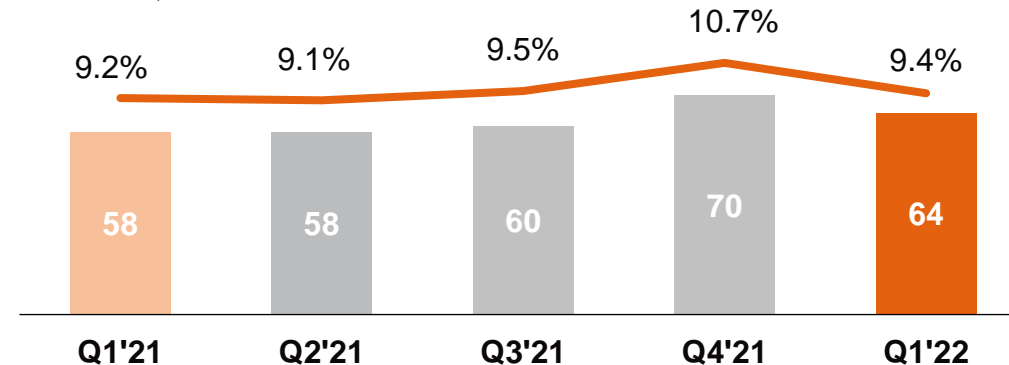
Net Revenues and Organic Growth¹⁾

€ millions, %



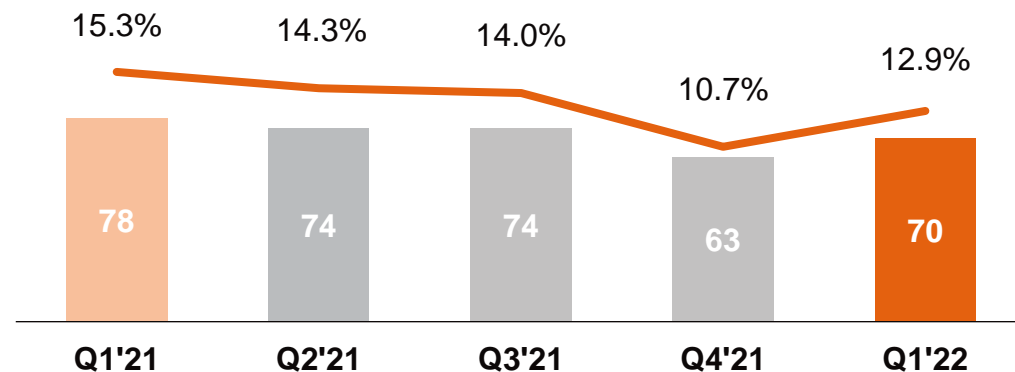
Operating EBITA (margin)²⁾

€ millions, %



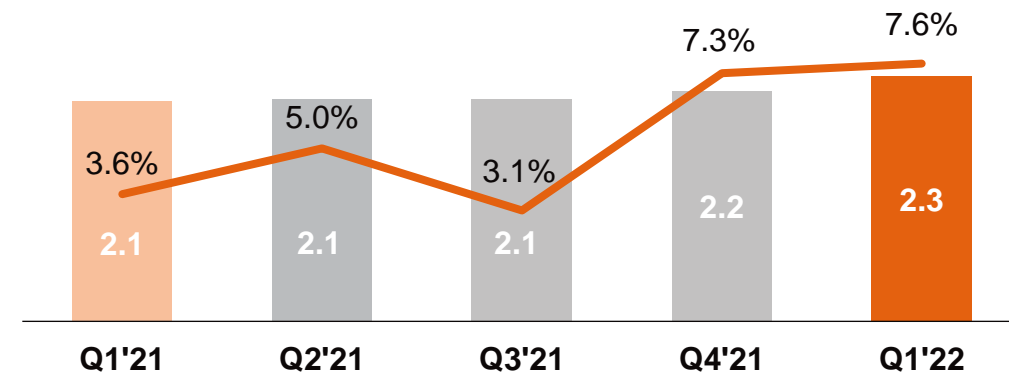
Days Sales Outstanding and Net Working Capital (%)

Days, %



Net Backlog and Organic Backlog growth (year-on-year)¹⁾

€ millions, %



¹⁾ Underlying growth excluding the impact of currency movements, acquisitions or footprint reductions, such as the Middle East, winddowns or divestments

²⁾ Excluding acquisition, restructuring and integration-related costs

Global Business Areas

to better serve the needs of our growing client base

Resilience

Net revenue

€281M

(Q1'21: €251M)

Organic Growth

6.9%¹⁾

- Accelerated investments from clients in energy transition, and demand for consultancy
- Increased demand for remediation and environmental restoration services from oil & gas clients
- Leverage of strong PFAS capabilities US to Belgium

Places

Net revenue

€228M

(Q1'21: €219M)

Organic Growth

1.1%¹⁾

- Strong growth UK and Australia. China impacted by COVID-19 lockdowns and CallisonRTKL in decline year-on-year from repositioning efforts in 2021

Mobility

Net revenue

€179M

(Q1'21: €162M)

Organic Growth

9.4%¹⁾

- Strong revenue growth driven by US, UK and Australia from iconic projects in Rail, Highways and New Mobility EV & CAV solutions

A woman with dark hair, wearing an orange top, is looking at a computer screen. A man with grey hair, wearing a grey sweater, is smiling and looking towards the screen. They are in an office environment with shelves in the background.

Part 3

Wrap up

Peter Oosterveer | Chief Executive Officer

Summary

- Sustained robust market conditions, despite geopolitical tensions and high inflation
- Solid strategic progress
- Revenue growth, margin improvement and strengthened balance sheet
- Continued focus and investments in workplace
- On track to deliver on 2023 strategic targets





Q&A