



Welcome to our 2022 Annual Integrated Report

The last 12 months have been foundational and pivotal for Arcadis. We are in a strong position, with healthy organic and profitable growth and record net revenue and backlog. We have made significant progress in delivering our strategic priorities by fully implementing our Global Business Area structure and strategically repositioning our business through the acquisition of exciting new companies. These successes position us for a positive start to 2023.

It would be remiss of me not to mention that 2022 has not been without challenges. We cannot forget the heart-breaking images of Ukrainians fleeing their homes following the illegal invasion by Russian armed forces in February, the extreme weather conditions across Europe, North America and Australia across the year and the subsequent impacts on the world economy. These events remind us of how fragile the world can be at times. At the same time, it was humbling to see how Arcadians responded to support others affected by crisis, particularly in Ukraine, where our 'Ukraine Task Force' put in extraordinary efforts to support people displaced and impacted by the conflict in Eastern Europe.



“We have made great progress in delivering on our strategy, fully implemented our new Global Business Area structure, made exciting new business acquisitions and are truly becoming a digital leader across our industry.”

Peter Oosterveer, CEO



“Our three GBAs – Resilience, Places and Mobility – have been up and running for 12 months. The new model is enabling us to share expertise and capabilities to better serve our clients, win new projects, and provide exciting opportunities for our people.”



I am encouraged that despite the geo-political and economic uncertainty, national governments, public agencies and the private sector continue to invest. They recognize the need to tackle climate change and to address biodiversity loss to enable healthier lives, thriving nature, effortless transport, and more enjoyable places. The recent US Inflation Reduction Act, US and European CHIPS Acts and the REPowerEU energy plan in Europe are examples of investment packages where Arcadians are offering their expertise to create sustainable and digital solutions for our clients and the communities in which we operate.

Delivering our targets through focus and scale

With megatrends like urbanization, climate change, digitalization and growing societal expectations shaping the needs of our clients, I am pleased to report we continued to make great strides to deliver our ‘Maximizing Impact’ strategic targets in 2022.

The Global Business Areas (GBAs)

Our three GBAs – Resilience, Places and Mobility – have been up and running for 12 months. The new model is enabling us to share expertise and capabilities to better serve our clients, win new projects, and provide exciting opportunities for our people.

We have also started to see better cross-GBA collaboration. For example, in our Places and Mobility businesses we have seen close collaboration to grow our industrial manufacturing expertise, particularly around the building of gigafactories to support battery production and the rollout of electric vehicles.

The rapidly changing geopolitical conditions and resulting client demands have caused my leadership team to even more closely than before review opportunities and investments to help accelerate impact for our people, clients, shareholders and crucially future proof our business.

Strategic acquisitions and divestments

As a result of this review, in July we announced the acquisition of Canadian headquartered IBI Group, a forward thinking, technology-driven design firm. This was followed in October by the announced acquisition of DPS Group, a full-service consultancy in the high growth and resilient life sciences and semiconductor manufacturing sectors. Both strategic acquisitions will grow our talent to 35,617 people globally, strengthen Arcadis’ position in North America and Europe, drive growth of our combined solutions and help to focus and scale our operating model. This has also led to the creation of a fourth GBA – Intelligence – and an enhanced architecture and urbanism offering within the Places GBA in 2023.

We were also pleased to welcome HydroNET, a provider of intelligent water solutions, and Giftge Consult, a leading player in the German energy transition market to the Arcadis family in 2022.

In line with our strategic targets to focus on growth markets and scale our GBA services and solutions, we also took the decision to divest and withdraw from several smaller countries in Europe and Southeast Asia in 2022.



Sustainability remains at the core of everything we do

Addressing climate change and biodiversity loss are the greatest challenges of our generation and we need to play our part. As a member of the United Nations Global Compact, we consider it a moral obligation and an opportunity to develop smarter, cleaner, and greener solutions for our clients and communities. We have committed to being a leader in our sector; challenging norms, embracing innovation, collaborating with the best and pushing boundaries to solve this challenge.

This is not new for Arcadis. As a responsible business, we have been pioneering solutions to protect, restore and improve our planet for as long as we have been in existence. Whether it is our long-standing expertise in supporting the transition to renewable energy sources in the Netherlands and Germany or more recently pioneering nature-based solutions to protect and 'green' the cities of Rotterdam and Paris, sustainable solutions are in our DNA.

Furthermore, the recent number one position in our industry by ratings agency Sustainalytics and 'Platinum' grading from EcoVadis show that our commitment and drive around sustainability continue to be world leading. Yet, like all businesses, we can't be complacent. We must be more ambitious and continue to play our leading role in accelerating the transition to a net zero world for our clients.

This year, we have begun to embed our Sustainability Advisory into our operations and client solutions. The Sustainability Advisory brings together experts from around the world and is now operational in eight countries, helping to develop comprehensive strategies for our clients. Together with our solutions leaders, we now provide integrated end-to-end sustainable solutions at scale. Whether devising a plan to decarbonize buildings in the City of London, designing a coastal flood

management system to stop Battery Park and Lower Manhattan being deluged by water, or helping to accelerate the rollout of electric bus fleets in Australia, Arcadians are on hand to help.

In the debate around sustainability, it is crucial we don't forget about people and recognize growing inequality and further increased societal expectations. This year, I was proud to continue to play an active role on the Business Commission to Tackle Inequality, a coalition of organizations within the World Business Council for Sustainable Development (WBCSD), with the mission of mobilizing the private sector to tackle inequality and generate shared prosperity. This is a topical issue for our clients and one we also reflected in our 2022 Sustainable Cities Index. The award-winning report ranks 100 global cities across three sustainability pillars of Planet, People and Profit to evaluate their overall prosperity and outlines steps that authorities can take to improve quality of life for inhabitants.

Within Arcadis, we have also made strides to embed diversity, equity, inclusion and belonging into our operations, a renewed commitment to hybrid working and the launch of global affinity groups to champion inclusion and diversity. Our progress has been recognized by Forbes magazine, which not only ranked Arcadis as one of the best management consultancy firms, but one of the world's top female friendly companies in 2022. Great achievements that we plan to build on next year.

There is no easy fix to solve urgent issues like growing inequality, the climate crisis, and biodiversity loss, but through greater leadership, innovation and collaboration, I believe the sectors in which we operate can help make a difference.

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Driving digital leadership and growth

Reliance on technology and data has continued to grow, and our clients' appetite to innovate and digitize their solutions shows no signs of slowing. At Arcadis, we have been investing in digital skills and empowering our people to create digital solutions to meet our clients' greatest challenges. To support these ambitions, in 2022 we transitioned most of our IT infrastructure to the cloud (both networking and hosting) which will further increase the scalability of our client solutions.

This year, I am pleased to see the emergence of new digital products, including our innovative AI-solution called Transport Strategy Optimizer. The product will help our mobility clients to identify and prioritize their investments while allowing a more transparent and collaborative decision-making process. Meanwhile mature digital solutions like FieldNow – an onsite data collection tool - continue to grow from strength to strength, with over 100 new commissions in 2022.

The delivery of digital services and products has been further enhanced through the creation of the Intelligence GBA. The new GBA will bring together the best of IBI's Intelligence business and Arcadis Gen to provide clients with innovative, technology-enabled solutions, meeting our ambition to be a digital leader in our industry.



Looking to the future

Our healthy organic growth, solid margins and a strong balance sheet throughout 2022 have enabled us to invest in our future and create new and exciting solutions for our clients. This is reflected not only by the growth but by our improved client satisfaction feedback and net promoter score, which has increased by five points in 2022 to 30.

Investment in our people and solutions combined with increased funding from both public and private sector clients in growth areas such as smart mobility, energy transition and climate adaptation will serve us well in 2023.

With the integration of a new architecture and urbanism division within our GBA Places and the creation of the fourth GBA intelligence, we have a unique opportunity to better serve our clients with new sustainable and digital solutions.

To conclude, I would like to thank my fellow Arcadians. Through the combined power of 35,617 global colleagues, we can really add value to our clients, make a positive impact on society and ensure a promising and sustainable future for Arcadis.

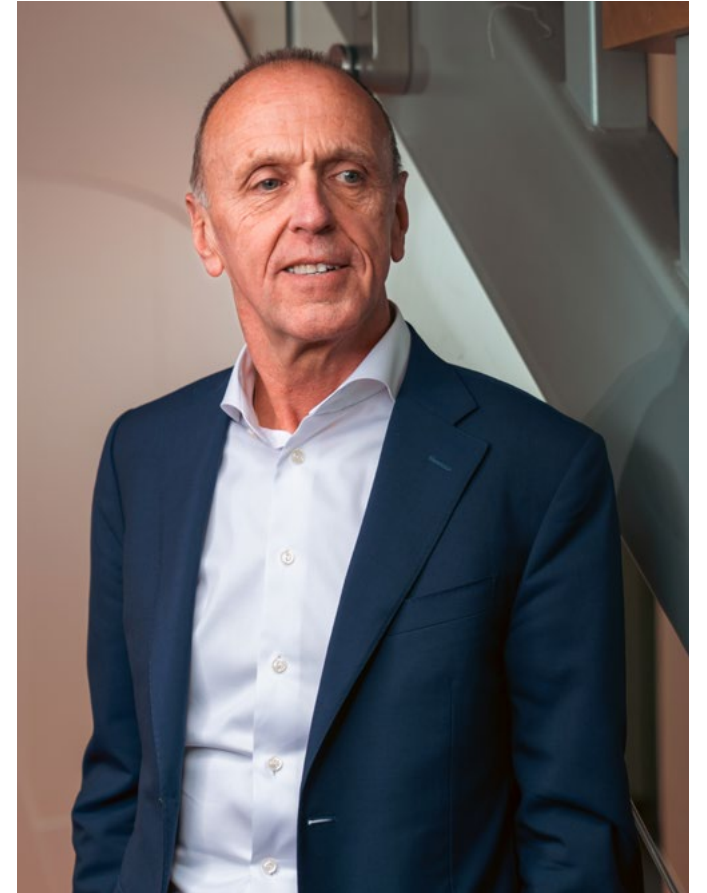
Our Supervisory Board and shareholders have continued to offer their support and counsel throughout 2022, which I have greatly appreciated, and I thank our clients for their loyalty and encouragement to develop new solutions to their problems.

Lastly, this will be my final annual report. I plan to retire at our annual General Meeting in May to spend more time with my family. Pending approval by our shareholders, I will hand the baton over to Alan Brookes, our Chief Operating Officer, who brings significant international leadership experience, a strong strategic, commercial and operational background, and a deep understanding of Arcadis.

It has been my honor and privilege to lead Arcadis over the last six years. It has been challenging at times, but the business is on a strong and healthy footing, well on its way to delivering its strategic targets and accelerating its impact in 2023.

On behalf of the Executive Board
Peter Oosterveer, CEO

16 February 2023





Peter Oosterveer
Chief Executive Officer and Executive Board member

“Arcadis is on a strong and healthy footing, well on its way to delivering its strategic targets and accelerating its impact in 2023.”

“We have produced a strong set of results in 2022 and through our new acquisitions been able to strategically reposition our business into high growth markets and future-proof sectors.”



Virginie Duperat-Vergne
Chief Financial Officer and Executive Board member

