

A family of four (mother, father, young boy, and young girl) are running happily on a rooftop terrace. The background shows a city skyline with a prominent skyscraper and a body of water. An orange graphic element, resembling a stylized 'A' or a large drop, is overlaid on the left side of the image.

Maximizing Impact

Arcadis Capital Markets Day

19 November 2020

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.

Team



Peter Oosterveer
Chief Executive Officer



Virginie Duperat
Chief Financial Officer



Mary Ann Hopkins
Chief Growth Officer



Stephan Ritter
Chief Innovation Officer



Alan Brookes
Chief Operating Officer



Jacoline van Blokland
Chief People Officer

Agenda

- 1 Arcadis at a glance**
Peter Oosterveer
 - 2 Strategic progress 2017-2020**
Peter Oosterveer
 - 3 Mega trends and Market impacts**
Mary Ann Hopkins
 - 4 Strategy 2021-2023: Maximizing Impact**
Peter Oosterveer
 - 5 Sustainability & Digital Leadership**
Stephan Ritter
 - 6 Strategy in action: Business Areas**
Alan Brookes
 - 7 Financial framework and Capital Allocation**
Virginie Duperat
 - 8 Wrap-up**
Peter Oosterveer
- Break**
10 minutes

Our world has
changed... but we
continued to deliver

Continued strong focus on **our clients** and **Health & Safety**

**Agility and
digital skillset**

allowed rapid adjustment

**Client focus and
culture of care**

created resilience

90% of our people working from home

Part 1:

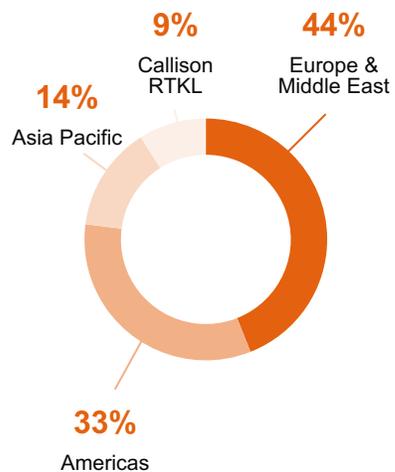
Arcadis at a glance

Peter Oosterveer | Chief Executive Officer

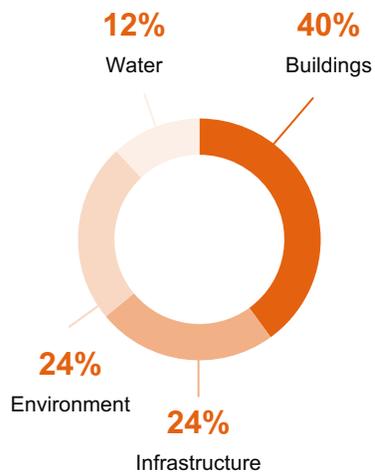


Arcadis at a glance – well diversified

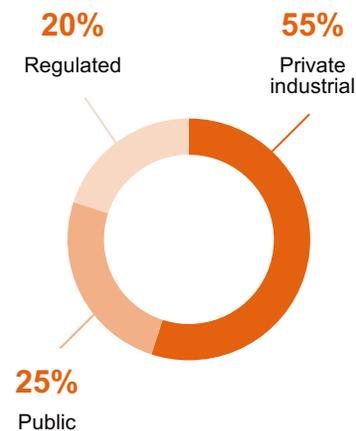
Geographies



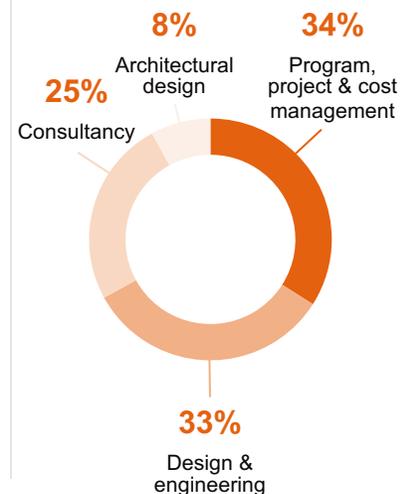
Businesses



Clients



Services



- Fourth largest Design/Engineering & Consulting firm
- €600+ billion market annually (excl. Construction)
- Services provided during all phases of asset creation



€ 3.5 bn

Gross Revenues



~ 28,000

People Globally



35,000+

Projects Annually

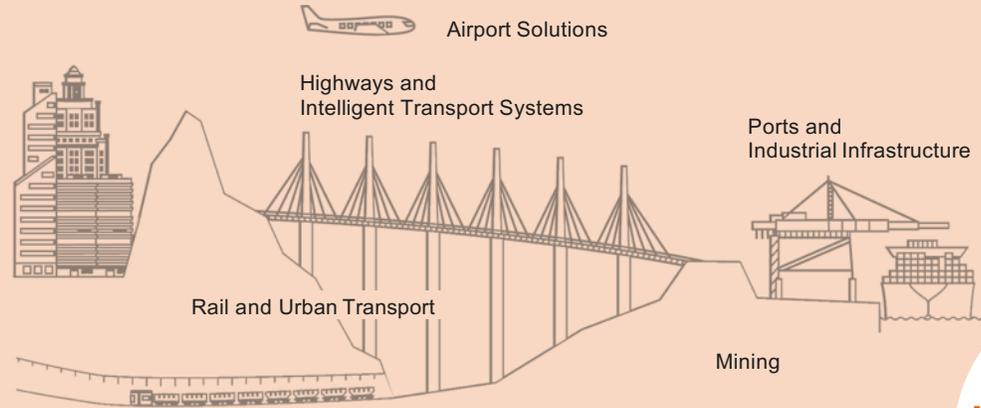


#1 In our industry

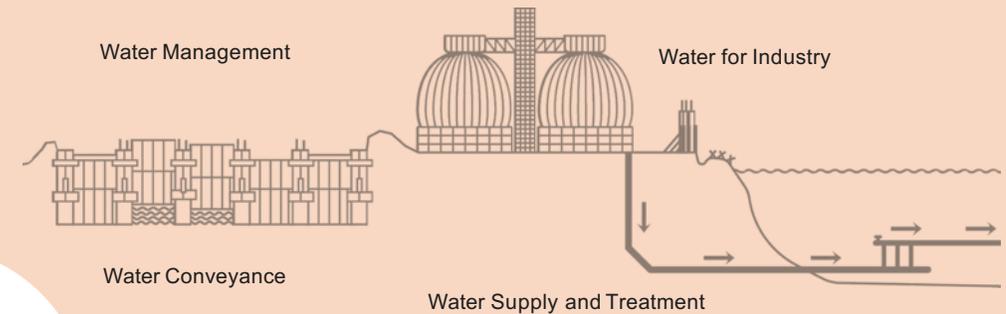
Sustainalytics
ESG Risk Rating score

Our solutions are delivered **cross sector**

Infrastructure (24% net revenues)

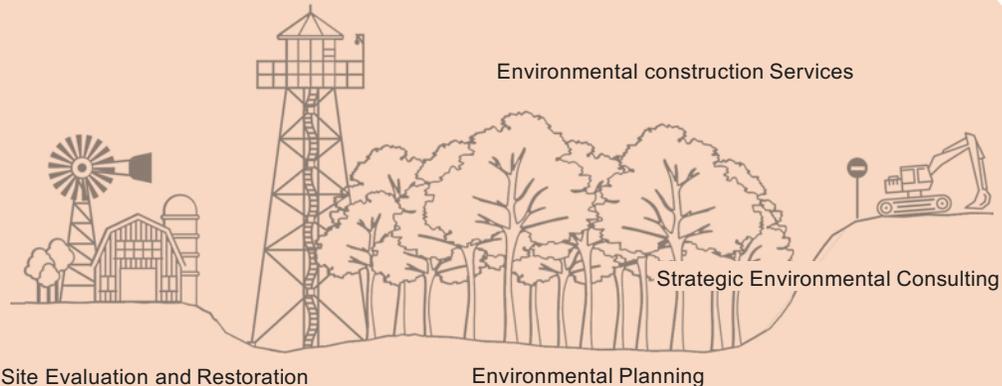


Water (12% net revenues)

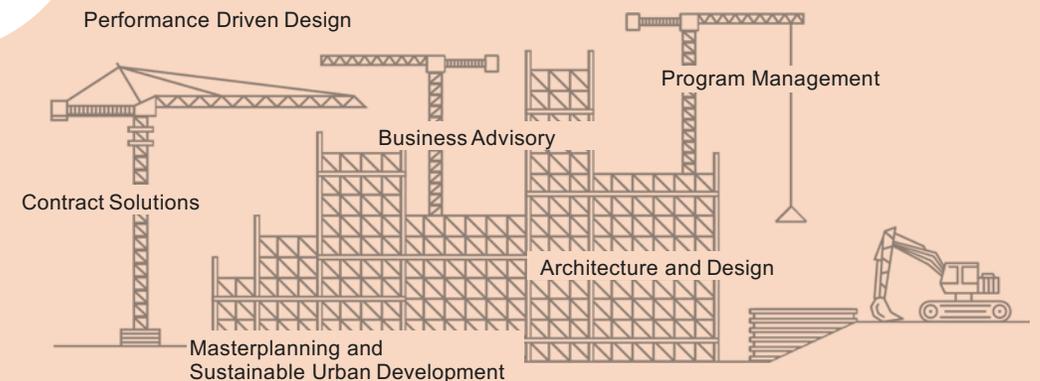


**Local Expertise,
Global Reach**

Environment (24% net revenues)



Buildings (40% net revenues)



All percentages based on 2019 full year net revenues

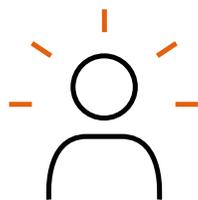


Part 2:

Strategic progress: 2017–2020

Peter Oosterveer | Chief Executive Officer

Creating a Sustainable Future Through our Strategic Pillars



People & Culture

- People First and be the employer of choice
- Create an environment where all our people can be their best
- Recruit and retain the workforce of the future



Innovation & Growth

- Grow through providing integrated and sustainable solutions for our clients
- Be a digital frontrunner
- Local expertise, global reach



Focus & Performance

- Focus on where we can lead
- Deliver client and project excellence
- Increase use of Global Excellence Centres



Sustainability

Results of “Creating A Sustainable Future” Strategy 2017–2020

People & Culture*

Voluntary staff turnover
Voluntary staff turnover < Market **9.4%**

Staff engagement
Improving annually

Brand
Top 5 Brand Awareness in markets we serve

Clients
Top Quartile performance for Client Experience

Innovation & Growth

Organic Revenue Growth
>GDP growth in our markets | CAGR **2%**
Key clients 2x overall growth | CAGR **7%**

Innovation
Digital adoption by our people and clients | Revenues using BIM level 2 **42%**

Sustainability
Revenues relating to Arcadis relevant SDGs **79%**

Focus & Performance*

Margin
Operating EBITA: 8.5% -9.5% **8.6%**

Net Working Capital and DSO
NWC <17% of gross revenues **16.6%**
DSO < 85 days **82**

Return
Return on Invested Capital >10% **7.5%**

Dividend pay-out ratio
30 - 40% of Net Income from Operations **40%****

Leverage
Net Debt / EBITDA: 1.0-2.0 **1.2x**

Sustainability



* Based on 2020 Q3 YtD results, IFRS 16

** No dividend paid over 2019

Created a solid foundation for growth ...

...of a more profitable, low risk business delivering predictable performance



Strengths

- Legacy issues resolved, performance predictable and balance sheet strengthened
- Strong focus on key businesses, leadership positions in core markets
- Expertise, experience and ESG resume
- Anchored performances enhancements
 - “Make Every Project Count” program
 - Global Excellence Centres
 - Key Clients program



Opportunities

- Capitalize on global megatrends in core markets:
 - Urbanization
 - Climate change
 - Digitalization
 - Societal Expectations
- Leverage and scale capabilities for global utilization
- Accelerate Arcadis GEN
- Further benefit from performance enhancements
 - “Make Every Project Count” program
 - Global Excellence Centres
 - Key Clients program
 - “New normal”

Part 3:

Mega trends and Market impacts

Mary Ann Hopkins | Chief Growth Officer

Urbanization



Digitalization



Global Mega Trends
Affecting our Markets

Climate Change



Societal Expectations





Urbanization
puts tremendous
pressure on city
resources, its
citizens and the
environment

**3 million
people**

Moving to cities
every week

**70% of the
world's
population**

will live in cities
by 2050

221 cities

with >1 million
citizens in China
by 2023

>60%

of the land projected
to become urban by
2030 is yet to be
built

\$2.1 trillion

US unfunded
infrastructure gap
for both new
capacity and
upgrades

Congestion

of traffic will increase
by ~15% compared
to today

Urbanization

is driving the need for sustainable and smart solutions across our markets

The Mobility Market

will increase demand for public transit such as light rail and high-speed rail

The Water Market

in the US needs investments of **\$632B** over the next decade

The Buildings Market

is increasingly relying on smart, inclusive and sustainable practices

Arcadis is providing program management for the implementation of **Advanced Metering Infrastructure (AMI) for the Mesa, Arizona Smart City program**, aimed at optimizing utility usage



Climate Change
is severely impacting our way of life

Predicted **sea level rise** and significant loss of coastal areas



Increase in average global **temperatures** and severity of droughts affecting food supply



Increased severity of **storms and property damage**



Water scarcity increasing in many parts of the world, while increased inland **flooding** in others

Climate Change

is a global imperative that requires significant investments by governments and industry

Investing in Energy Transition

>\$1T committed in renewable power capacity over the next decade

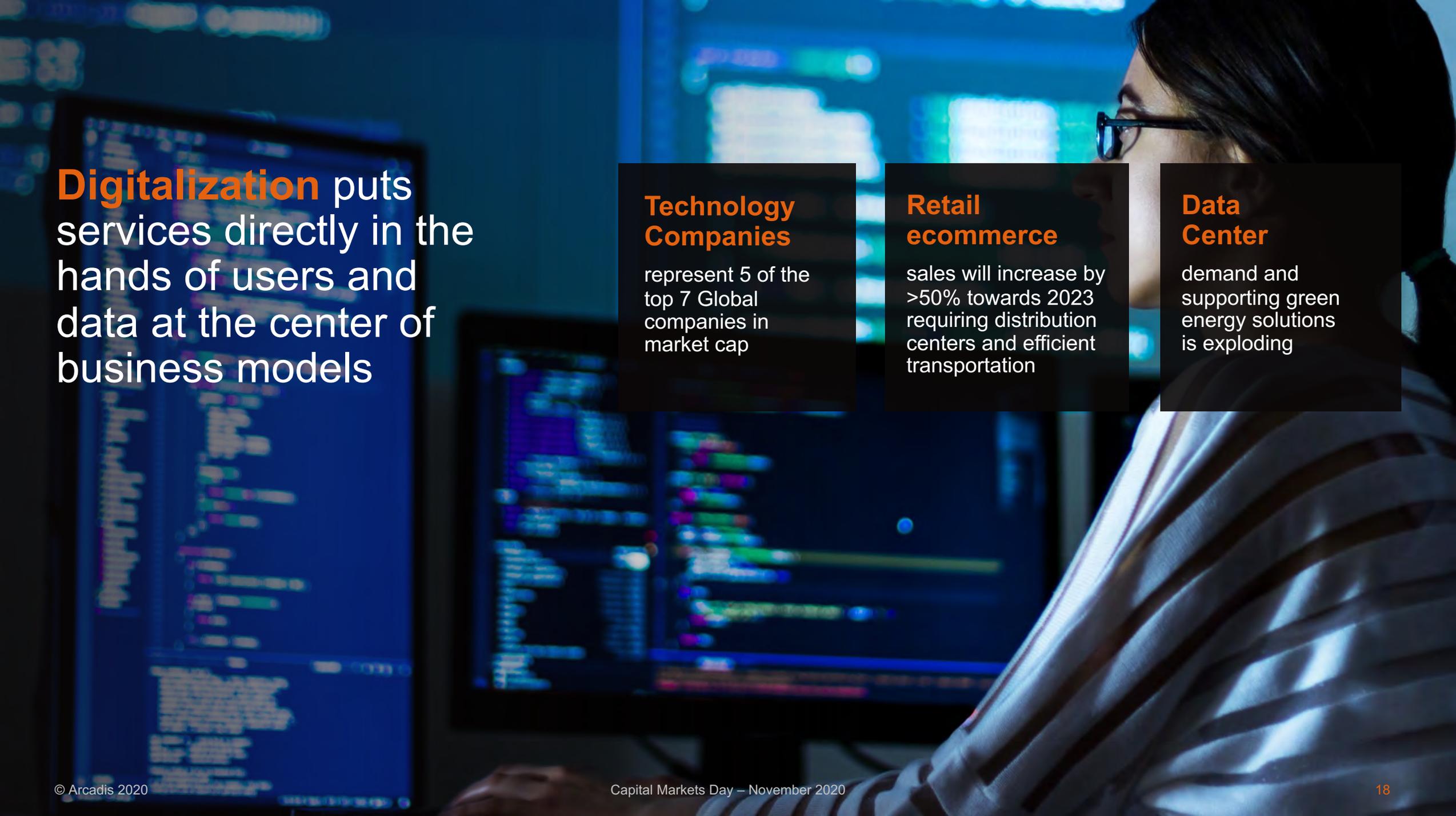
Electrifying Fleets

Bus, logistic, police fleets are being electrified creating demand for charging infrastructure

Protecting Coastal Communities

In the US will require \$400B in the next 20 years

Arcadis is supporting development of the 2023 update to **Louisiana's Comprehensive Master Plan for a Sustainable Coast**



Digitalization puts services directly in the hands of users and data at the center of business models

Technology Companies

represent 5 of the top 7 Global companies in market cap

Retail ecommerce

sales will increase by >50% towards 2023 requiring distribution centers and efficient transportation

Data Center

demand and supporting green energy solutions is exploding



Digitalization of clients' needs is spurring investments in digital services and products

Real time asset data collection

to enable optimized asset management strategies

Advanced Analytics

of their enterprise data to provide insights

Enterprise approaches

with access anytime/anywhere to their data

Icon Water in Australia used the **Arcadis GEN** Enterprise Decision Analytics Solution to develop an analytics-led approach for **maintenance and investment decisions**



Societal Expectations

Stakeholders are demanding companies and governments to act with integrity and create a resilient, sustainable and inclusive future

European green deal

Provides funding for **€1T** in Sustainable investments in the next decade

China's intent to achieve carbon neutrality by 2060

Creates the world's biggest market for low carbon technology

European sustainable funds

Grew with 58% to **€670B** of assets (2019)

World Economic Forum

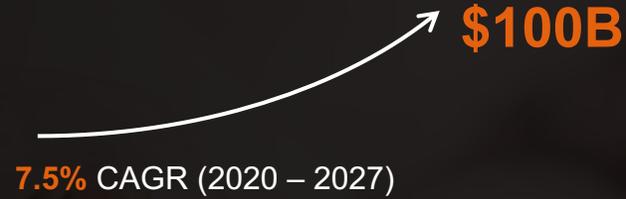
released set of Stakeholder Capitalism Metrics to align companies' ESG reporting

Amazon

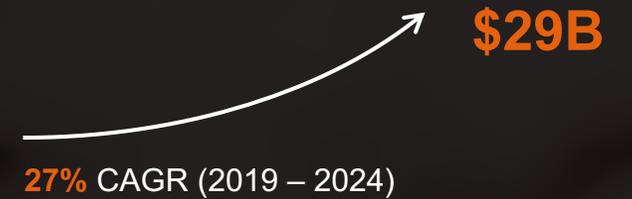
Donated \$27M to organizations supporting social justice and equality

Societal expectations will fuel the ESG agenda of governments and businesses and drive investments in the Environmental and Sustainability markets

Global Environmental Remediation Market



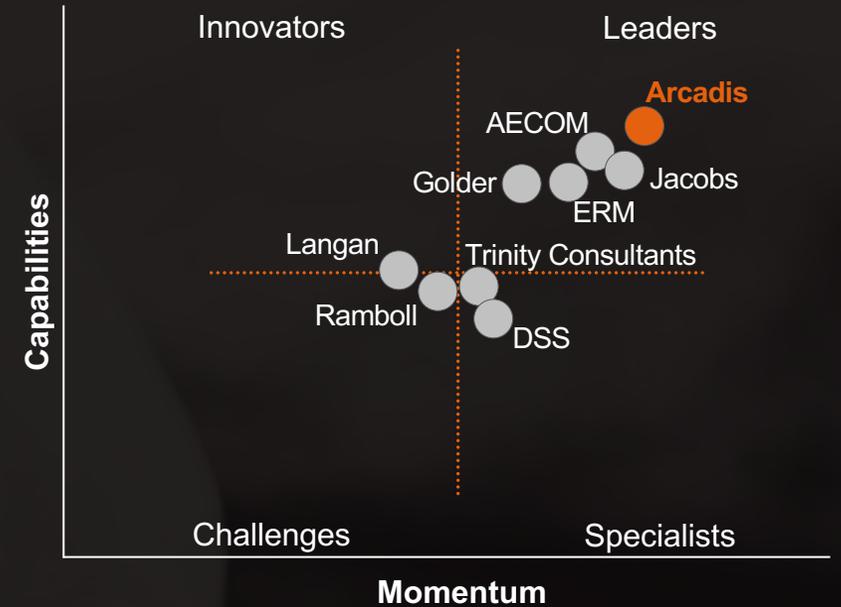
Green Technology & Sustainability market



Arcadis is a industry leader of Digital EHS Services in 2019



Source: Verdantix



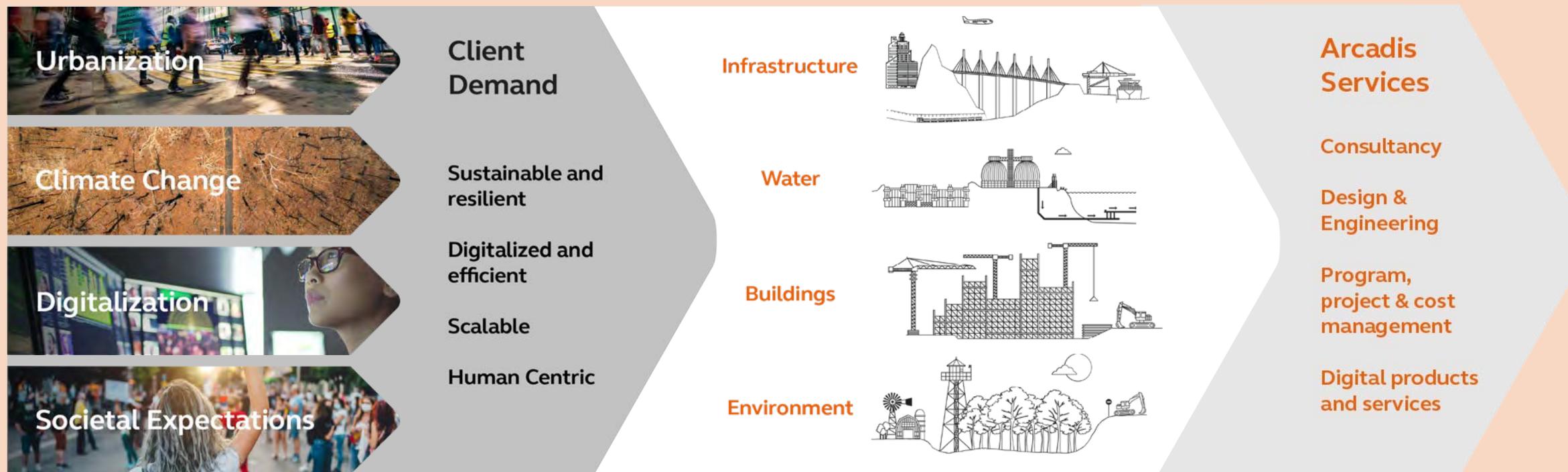
Part 4:

Strategy 2021–2023: Maximizing Impact

Peter Oosterveer | Chief Executive Officer



Foundation of new strategy: building on our strengths



Mega trends will drive client's demands toward the full strength of Arcadis' resume and services

Maximizing Impact: Accelerate ability to meet increasing demand



Impact through Sustainable Solutions

- Provide as Integral part of all solutions to clients
- Leveraging global wealth of expertise and skills
- Creating resilient and effective assets
- Maximizing the passion of all Arcadians

Sustainable solutions

Improving Quality of Life

Impact through Sustainable Solutions

- Provide as Integral part of all solutions to clients
- Leveraging global wealth of expertise and skills
- Creating resilient and effective assets
- Maximizing the passion of all Arcadians

Sustainable solutions

Improving Quality of Life

Digital leadership

Impact through Digital Leadership

- Provide products and services, building on Arcadis Gen
- Leveraging and expanding digital platforms and capabilities
- Continuing with selected investments in capabilities
- Enabling all Arcadians to further upskill and deliver digitalized services

Impact through Sustainable Solutions

- Provide as Integral part of all solutions to clients
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Sustainable solutions

Improving Quality of Life

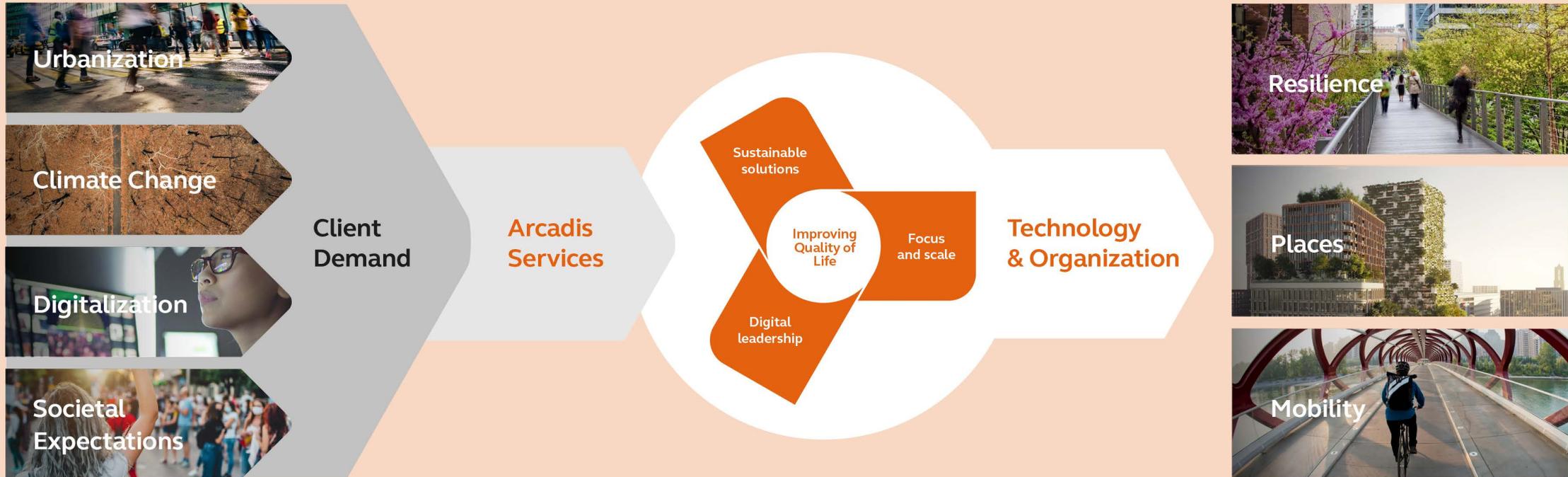
Focus and scale

Digital leadership

Impact through Focus & Scale

- Provide expertise where we have a right to play and an opportunity to win
- Leveraging the global scale of asset knowledge
- Focusing on three global business areas
 1. Resilience
 2. Places
 3. Mobility
- Integrating and maximizing Global Excellence Centers

Accelerate strategy to maximize impact



Maximizing Impact for all stakeholders

Clients

Expectation

Certainty of sustainable, resilient and effective solutions



People

Expectation

Variety of exciting, sustainable and impactful projects



Society

Expectation

Necessity to help solve major societal challenges



Shareholders

Expectation

Delivery of predictable and profitable growth



Expectations of all

An organization with a strong purpose, valuing people and enabling personal development

Addressing climate change, supporting urbanization and solving inequality

Improving quality of life and making the world a better place

Leveraging global experiences and acting in a socially responsible manner, showing the way in ESG advocacy and leadership

Delivering sustainable and human centric solutions in an effective and digitalized way

Break

10 minutes



Part 5:

Sustainability & Digital Leadership

Stephan Ritter | Chief Innovation Officer

Sustainability creates value across stakeholders



Shifting **client** and end user expectations

Client requirements to drive ESG in value chain present opportunities for Arcadis to lead

“...Arcadis identified sustainability as important, regardless of whether it was required by your clients. Now that progressive thought is valuable to us.”

Chief Sustainability Officer of one of our Chemical & Life Science clients



Investors increasingly demand ESG progress

Global sustainability & ESG investment tops \$30T, up 68% from 2014 and tenfold from 2004¹⁾

“To us, sustainable returns are at least equally important as financial returns. They go hand in hand, you cannot have one without the other.”

APG



People choosing sustainable companies

A purpose-driven organization drives loyalty and reduces turnover by 25-50%²⁾

“At the root of sustainability is equal opportunities for all, so that we protect the planet and its resources for future generations.”

Arcadian Rachel Barratt,
Senior Consultant UK & Ireland

Our DNA is built on sustainability



In our roots

Founded in 1888 as the Association for Wasteland Redevelopment.

In our logo

The fire salamander requires a balance between clean water, healthy air and clean soil to survive.

In our name

“Arcadis” is derived from Arcadia: the finest place on earth to live.

Our purpose



How we deliver on our **purpose**



Business operations

We embed ESG best practices into our operations, demonstrate continuous improvements and transparently reporting on our performance.

This is our...
License to operate

People & Communities

We cultivate a workforce that is diverse, inclusive, and empowered to create a more sustainable world, improving quality of life in communities so that all people can thrive.

This is our...
Responsible engagement

Client Solutions

We provide solutions that address our clients' greatest challenges and deliver sustainable outcomes that positively impact people, planet, and prosperity.

This is how...
We differentiate

Sustainable business operations



Lead in ESG rankings



#1 in industry
ESG Risk rating score:
17.9 “Leader”



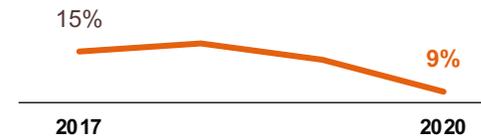
In top 5% in industry
64 points

Drive inclusion & engagement

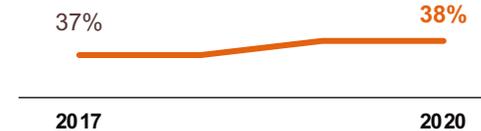
Ambassador of workplace pride



Voluntary staff turnover



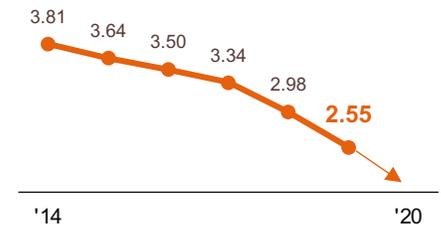
Women in workforce as % of total



Drive emissions reductions

Carbon footprint¹⁾ (MT CO₂ per FTE)

Down 33% to 2.55 MT
(2014-2019)



Non-financial targets 2023

Continue to **lead** ESG rankings within our industry

Voluntary staff turnover <10%

Diversity women in workforce: **>40%**

People engagement: improving annually

Reduce emissions aligned with a 1.5°C science-based target before 2030

Carbon neutral operations investing in high quality, certified abatement and compensation programs from 2020

¹⁾ For all material scope 1, 2, and 3 emissions
© Arcadis 2020



People & Communities



Active thought leadership contributor since 2014

Executive Committee member since 2019

Empowering our people with Expedition DNA to accelerate sustainable development

15,434 = **56%**
 Total No. of participants in Base Camp Total % of our workforce

Inspiring passion discovery in communities

Promoting conservation, health and resilience in communities

10-year partnership, 120 global missions, with participation of 2,200 Arcadians



Maximizing impact through sustainability-driven solutions

Arcadis holding patent on sustainable soil remediation “TISR”

Fact:
50% reduction in life cycle costs vs. the conventional technologies

Clients Multiple clients, Global (20+ projects worldwide)
Service D&E and Project Management



Designing bicycle connections in one of the worlds most congested city

Client L.A. Dept. of Transportation, US
Service Consultancy & Digital services



Designing sustainable office for Triodos Bank

Facts:
bio-based, re-used materials, energy neutral, closed water circuit

Client Triodos Bank, The Netherlands
Service D&E and Project Management

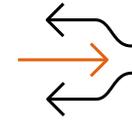
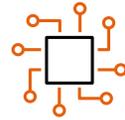


Part 5:

Sustainability & Digital Leadership

Stephan Ritter | Chief Innovation Officer

Continuing Digital leadership



Building a Technology Platform

We continue to invest in our technology foundation to digitalize our core business and to build digital solutions and products.

Rethink the way we work

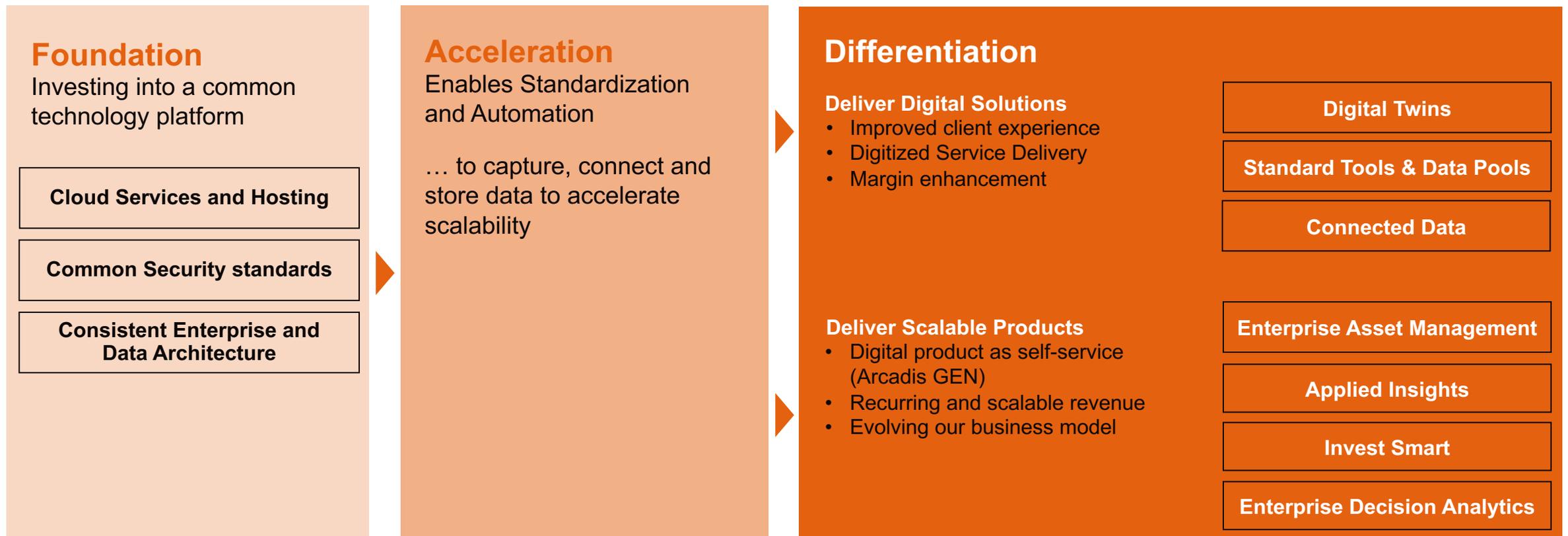
We develop and engage our people and partners to innovate towards end users and clients needs.

Positive disruption

We build scalable SaaS products, connecting our asset knowledge with scalable business models.



Building a technology platform to deliver digital solutions & products





Rethinking the way we work

Growing our People



- Creating a common framework and language, so all our people can proactively contribute
- People engagement: Expedition DNA. Voluntary participation rate: 56%

Innovation



- Focus on three lenses: Desirability, Viability, Feasibility
- Co-creation with clients and ecosystems partners (20 start-ups with Techstars)
- Innovation framework (400+ internal ideas captured to date)

Increasing efficiency and productivity



- Standardize core services and functions
- Global Excellence Centres leading
- (Re) Use data for improved client solutions

Positive disruption



Act as a catalyst and accelerate dual transformation

Develop new business models faster and scale globally

Position us closer to technology and start-up ecosystems

Harness a common platform to deliver standardized products

Drive differentiated client and shareholder value

Recurring and scalable revenue



Bold, disruptive, agile = accelerated growth

Products:

Applied Insight



Optimizing investments to meet constraints arising from COVID-19
UK Water Utility client

Invest Smart



Smart investment decisions in new property portfolios, ensuring high-quality due diligence work
European Financial Institution

Enterprise Decision Analytics



Ensuring high quality, low-cost drinking water for 4.3M customers
Severn Trent Water

Enterprise Asset Management



40% cost savings to reinvest in to improved rail service
US Rail client

Connecting asset knowledge and client network with scalable business models



Part 6:

Strategy in action: Business Areas

Alan Brookes | Chief Operating Officer

Business areas at a glance

Resilience

Protecting our environment and water resources and powering our world for future generations

Key solutions

- Climate resilience
- Energy transition
- Water optimization
- Environmental Restoration
- Sustainable Operations
- Enviro-social Permitting

41%
of Net
Revenues

10,000
FTE

Clients:
50% Public
50% Private

Places

Creating and managing sustainable places where people live, work and thrive

Key solutions

- Design & Engineering and Project & Cost Management
- Sustainable Asset Management
- New technologies
- Net zero industries & communities

37%
of Net
Revenues

11,000
FTE

Clients:
35% Public
65% Private

Mobility

Developing sustainable and innovative solutions to transform the way we move around and between our cities

Key solutions

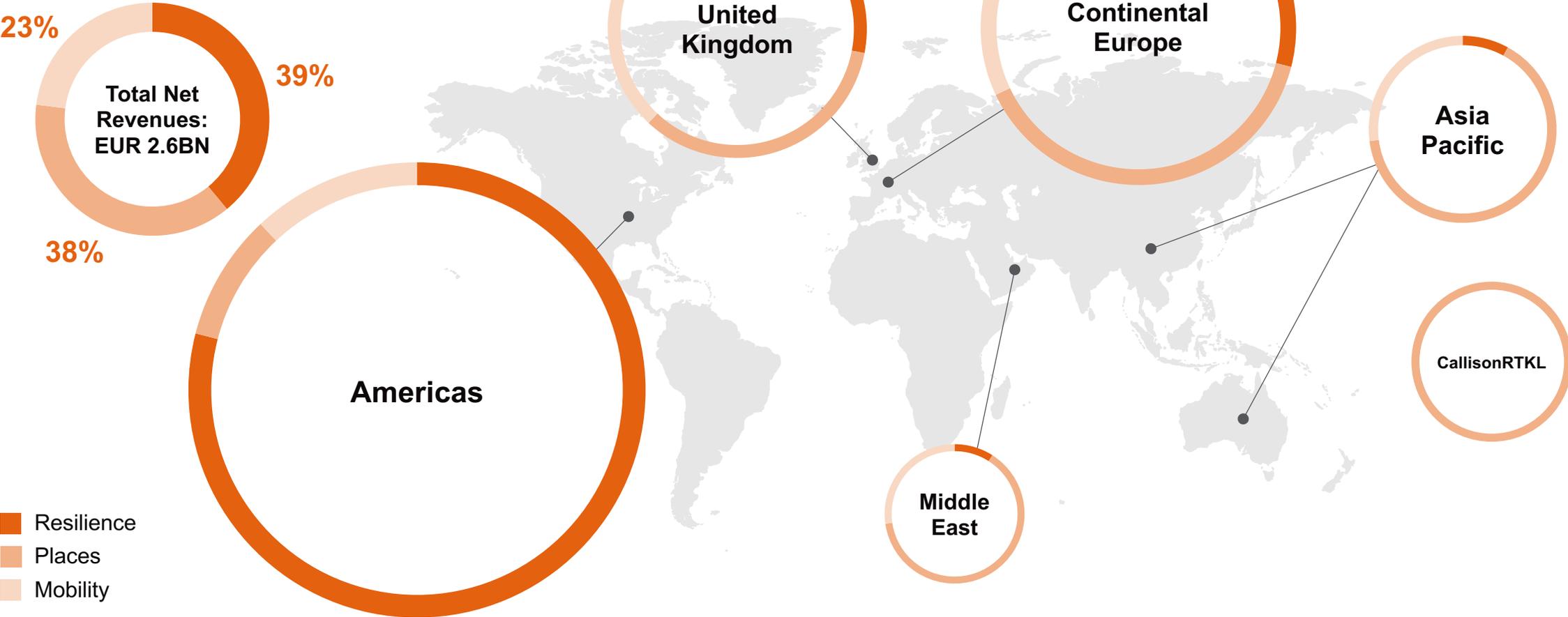
- Design & Engineering and Project & Cost Management
- Sustainable Asset Management
- Mobility management
- New Technologies

22%
of Net
Revenues

7,000
FTE

Clients:
55% Public
45% Private

Our global expertise



Size of pie charts representable for 2019 Net Revenues

Business Areas

Impact through Resilience

The capacity to prepare and respond to change in the environment, technology and society.

A unified, global approach allows us to better address challenges – across climate, water, energy, regulatory requirements, and other environmental matters:

Resilience from planning to design, program management, and operational performance.



Resilience creating value through...

Trends

Climate Change

Governments committing to net-zero emission goals (e.g., UK by 2050)

Clients needs

Safe, reliable and sustainable energy

Societal Expectations

Demand for environmental stewardship and social responsibility

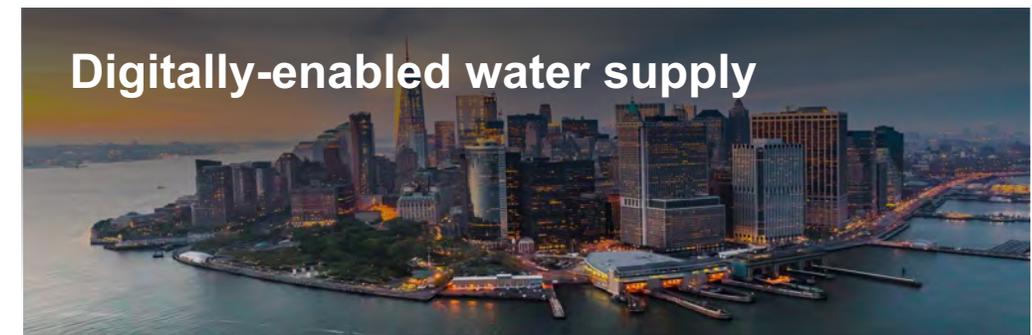
Restore natural assets and remove emerging contaminants (e.g. PFAS)

Urbanization

Urbanization and water scarcity

Water management of clean and reliable water supplies

Strategic priorities



Doubling-down on the Energy transition



Developing a strategy and implementation program to transition Amsterdam from natural gas to renewables by 2040.

Client:
City of Amsterdam, Netherlands

Services:
Consultancy



Leverage our **remediation expertise** globally

Airport PFAS remediation. Cleaning sewer system and surface water after PFAS contamination from firefighting substrate.

Client:
Confidential, Brisbane, Australia

Services:
Consultancy





Support water district to optimize reliability and energy management.

Client:
Tarrant Regional Water Group, Texas, U.S.

Services:
Consultancy / Program, project & cost management



Deliver **digitally-enabled safe water supply**





Business Areas

Impact through Places

Places are spaces or townscapes which people use or occupy.

They include facilities people **live and work** in, such as residential, schools, hospitals, data centres and distribution depots, and **transportation hubs** such as rail and bus station buildings.

Places creating value through...

Trends

Climate Change

Buildings generate up to **40%** of annual global GHG emissions

Clients needs

Creation and operation of spaces which comply with and surpass regulations

Digitalization

The smart buildings global market grows **4x faster** (12% CAGR) than industry standard

Flexible and efficient places, designed and delivered in a digital manner

Urbanization

Population growth creates higher demands on the places we live, work, and play in

Reduced life cycle cost for highly productive new and existing assets

Strategic priorities



**Program management:
reducing carbon over the life cycle**



**Smart building asset management
to improve delivery, efficiency
and client experience**



**Scale and/or repurpose existing
assets and optimize life cycle cost**

Reduce waste and improve energy efficiency over the life cycle



Developed strategies to reduce construction waste by 75% and applied sustainable energy sources to improve efficiency.

Client:
SRE Group, San Francisco, U.S.

Services:
Consultancy / Digital products & services



Optimize end user experience and improve cost certainty

Deployed integrated real-time data platform and provided services to support large scale refurbishment program.

Client:
Costa Coffee

Services:
Digital products & services / Program, project & cost management





Applied life cycle analysis and modelling to optimize asset management, reduce cost and improve end user experience.

**Client:
University of Manchester, UK**

**Services:
Digital products & services / Consultancy**

**Digitalize existing assets
to optimize lifecycle cost**





Business Areas

Impact through **Mobility**

Mobility seeks to design, realize and manage assets that **optimize the mobility of people and goods** (e.g. roads, heavy & light rail, airports and ports)

Mobility focus; creating value through...

Trends

Climate Change

Extreme weather conditions require different and complex mobility needs

Clients needs

Efficient and fast delivery of complex mobility assets through use of technology

Digitalization

Urbanisation will require optimized and energy efficient public transport

Asset life cycle cost optimization and smart upgrade investments

Urbanization

Traffic congestion will increase dramatically in urban areas

Mobility solutions reducing congestion and lowering carbon footprint

Strategic priorities



Efficient delivery through standardizing & automating our design and engineering



Deliver predictive asset management solutions to improve safety, sustainability and compliance



Focus on sustainable mobility technologies & Mobility as a Service



Efficient delivery through **standardizing & automating** our design and engineering

Help Georgia to reduce congestion, cut commute times and improve safety.

Client:
Georgia Department of Transportation

Services:
Design & Engineering / Digital products & services



Improve availability, safety and sustainability of assets



Sustainable
solutions

Deployed our asset and safety management solution for all nine London Underground lines and London Tramlink to optimize asset management.

Client:
Transport for London, London, UK

Services:
Consultancy / Digital products & services



First MaaS (Mobility as a Service) app of the Netherlands: shared mobility services to reduce congestion in Amsterdam business area.

Services:
Digital products & services



Provide sustainable mobility technologies and service



Summary

Global Business Areas: accelerated ability to address client needs resulting from megatrends

Benefits Global Business Areas for...

Clients

- Optimum access to global skills, capabilities and experience
- Delivery of best-in-class solutions
- Efficient service and product delivery

Arcadis

- More focused delivery where we have a right to play and an opportunity to win
- Increased opportunity to standardize, automate and digitalize
- Performance improvement which will be supplemental to Operational Efficiencies institutionalized in previous strategy cycle

Operation efficiencies will continue to provide upside potential:

- “Make Every Project Count” program
- Global Excellence Centers and Key Client program
- “New normal”

We can focus where we are strong

Addressing the opportunities for profitable growth

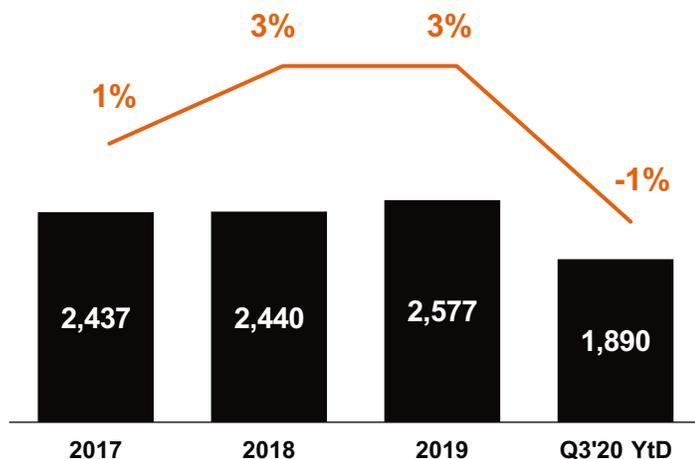
Part 7:

Financial Framework and Capital Allocation

Virginie Duperat | Chief Financial Officer

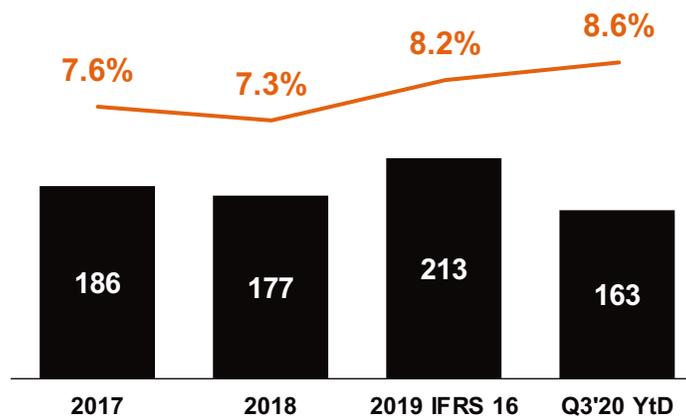
Improved performance resulting from strategic priorities

Net Revenues and organic growth
€ millions, %



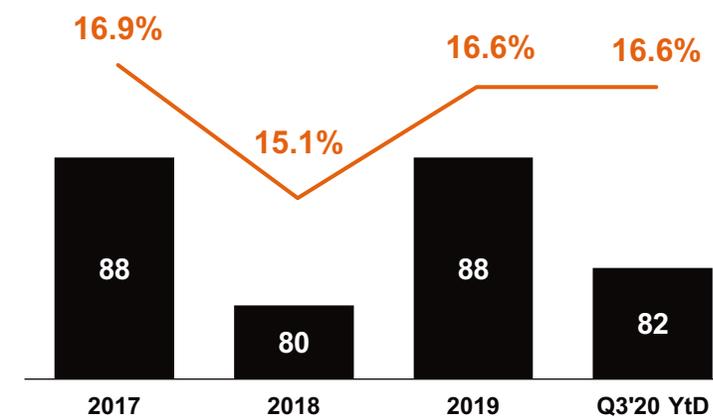
- Solid client demand in key end-markets
- Successful key clients program
- More digital solutions

Operating EBITA (margin)
€ millions, %



- “Make Every Project Count”
- Better use of Global Excellence Centers
- Addressed underperforming businesses

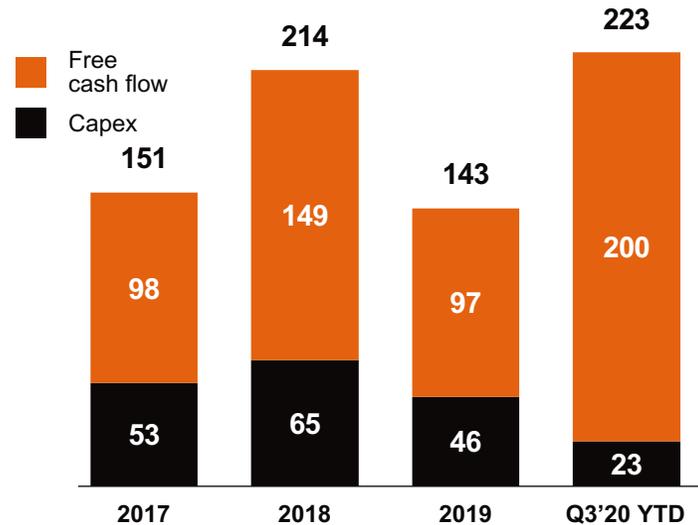
Days Sales Outstanding and Net Working Capital
days and %



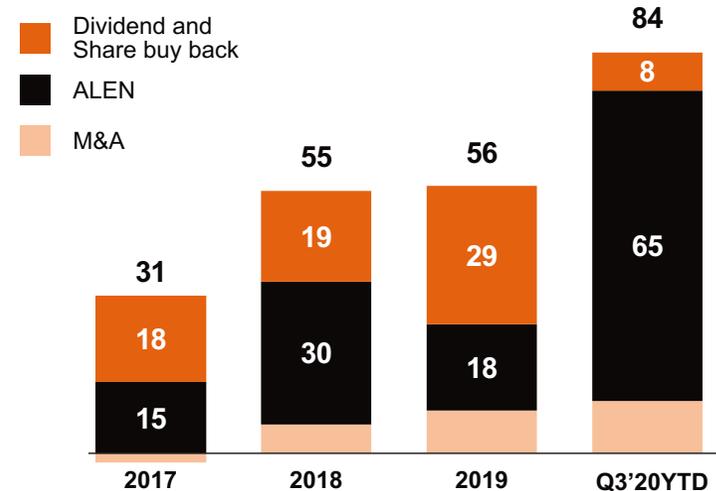
- “Make Every Project Count”
- Changed incentives including cash flow
- Collection of overdue receivables

Cash generation used to strengthen the balance sheet

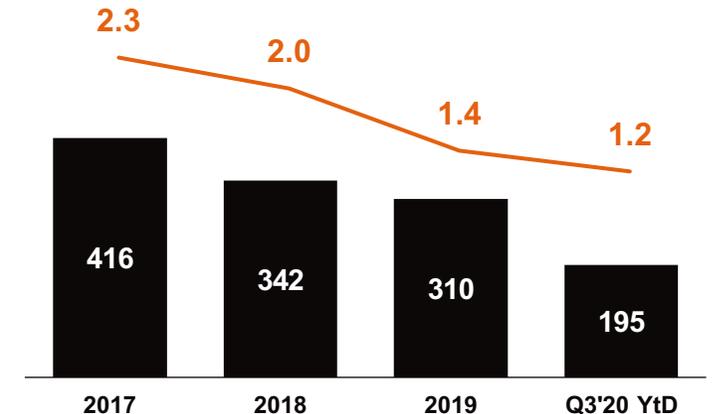
Cash flow from operations
€ millions



Usage of cash
€ millions



Net debt and Net debt / EBITDA *
€ millions



- Focus on cash flow paid off
- Strict capex control (Covid-19)

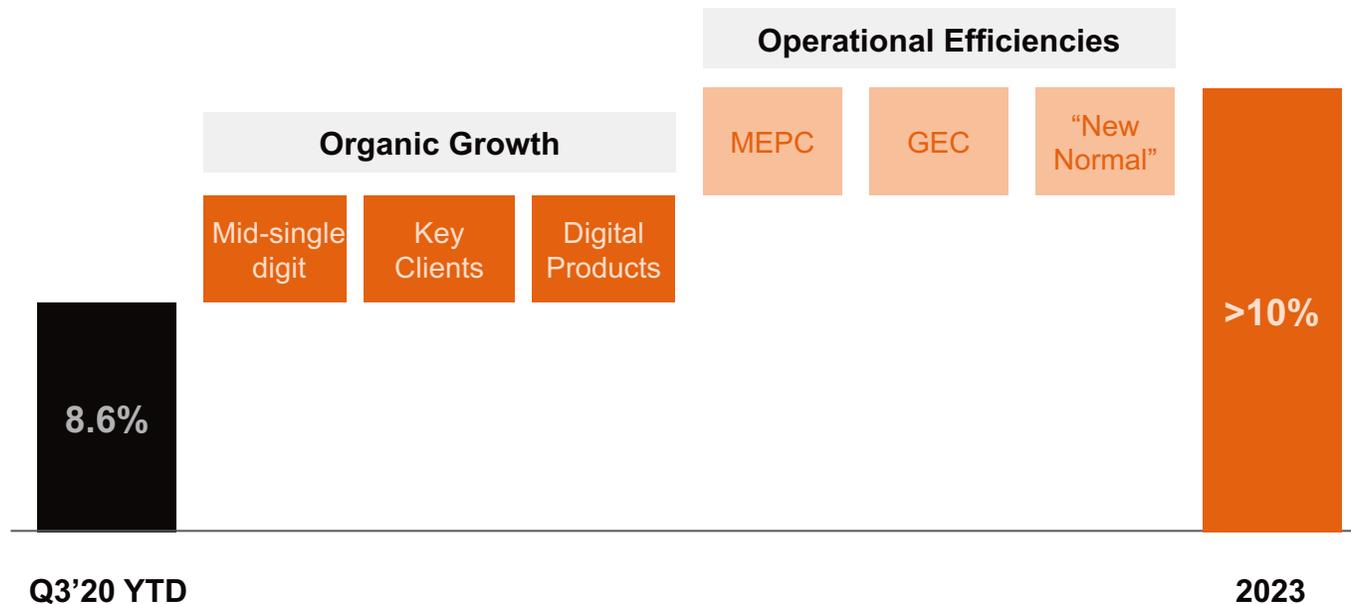
- Divestments & small acquisitions
- Substantial cash was used for ALEN

- Cash used to strengthen balance sheet
- Achieved a robust capital structure

* Net debt/EBITDA based on IAS 17 excluding leases

Margin increase driven by growth and further performance enhancements

Operating EBITA margin (%)



Organic growth:

- Growing client demand end markets
- Continue successful key client program
- Enhance value proposition with sustainable solutions, globally leveraged and more digitized

Operational efficiencies:

- Achieve full speed return from “Make Every Project Count” program and benefit from geographic footprint refocus
- Further increase GEC utilization and use this capability to streamline work processes and quality across the organisation
- Simplify organization and embed structural cost savings (“new normal”):
 - Deliver 30% office cost reduction by 2023
 - Achieve carbon neutrality commitment

Continued focus on efficient working capital management and cash flow

Revenue

Organic Revenue Growth
Mid-single digit

- Growing client demand end markets
- Continue successful key client program
- Focus and scale expertise

Margins

Operating EBITA Margin
>10%

- Sustainable solutions, globally leveraged and more digitized
- Improving GEC utilization and improve project delivery “Make Every Project Count”
- Simplify organization and embedding structural cost savings (“new normal”)

Cash

Days sales outstanding <75 days
Net Working Capital <15%
Return on net working capital 40-50%

- Progress “Make Every Project Count” program
- Improved commercial skills
- Strategic choices for key markets and clients



Sustainable cash generation

... with a clear vision on allocating our capital

Organic growth

Capabilities and investments in digital
€40-60 million per annum

- Increased investment in digital
- Continue to invest in the Arcadis Way
- New ways of working

M&A

Bolt-on to medium size acquisitions
depending on opportunity

- Expand our global footprint aligned to our strategic priorities
- Strengthen our position as digital frontrunner

Return to shareholders

Dividend
Pay out ratio 30-40%

- Share buy back to avoid dilution
- Additional returns when appropriate
- Net debt/EBITDA* between 1 and 2



Sustainable value creation

* Net debt/EBITDA based on IAS 17 excluding leases



Wrap up

Peter Oosterveer | Chief Executive Officer

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 <ul style="list-style-type: none"> Dividend: 30-40% of Net Income from Operations <ul style="list-style-type: none"> 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 <ul style="list-style-type: none"> 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 	



Maximizing Impact

1. We created a strong foundation and delivered on commitments
2. Megatrends drive increased Client demands
3. Accelerate our ability to meet increasing demands
4. Sustainability is the driver, Digitalization the enabler
5. Talent, focus and institutionalized operational efficiencies created performance
6. Financially strong



Q&A



Arcadis. Improving quality of life.