Annual Results 2004

By Harrie Noy, CEO

Amsterdam, The Netherlands, March 7, 2005
Results develop favorably

- Gross revenue grows 10% (excl. currency effect)
- Organic growth 5%
- Net income from operations rises 10% (excl. currency effect and non-recurring items)
- Environment 15% organic growth
- Dividend proposal: maintain at € 0,48 per share

*Environment driver for growth revenue and profit*
## Income 4th quarter 2004: € 8.1 mln

<table>
<thead>
<tr>
<th></th>
<th>2004</th>
<th>2003</th>
<th>Δ</th>
<th>Excl. currency</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gross revenue</td>
<td>249</td>
<td>243</td>
<td>3%</td>
<td>6%</td>
</tr>
<tr>
<td>Operating income 1)</td>
<td>12.9</td>
<td>13.3</td>
<td>-/- 3%</td>
<td>0%</td>
</tr>
<tr>
<td>Net income from operations 1)</td>
<td>8.1</td>
<td>7.9</td>
<td>3%</td>
<td>5%</td>
</tr>
<tr>
<td>Ditto per share 2)</td>
<td>0.40</td>
<td>0.39</td>
<td>3%</td>
<td>5%</td>
</tr>
</tbody>
</table>

1) Before goodwill amortization
2) 2004 based on 20.3 million shares outstanding (2003: 20.0 million)

- Lower revenue growth through limited contribution acquisitions
- Increase net income from operations fully organic

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**ARCADIS**
### Income 2004: € 22.7 million

<table>
<thead>
<tr>
<th></th>
<th>2004</th>
<th>2003</th>
<th>△</th>
<th>Excl. currency</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gross revenue</td>
<td>901</td>
<td>841</td>
<td>7%</td>
<td>10%</td>
</tr>
<tr>
<td>Operating income 1)</td>
<td>35.2</td>
<td>36.0</td>
<td>-2%</td>
<td>1%</td>
</tr>
<tr>
<td>Net income from operations1)</td>
<td>22.7</td>
<td>22.5</td>
<td>1%</td>
<td>4%</td>
</tr>
<tr>
<td>Ditto per share 2)</td>
<td>1.13</td>
<td>1.13</td>
<td>0%</td>
<td>3%</td>
</tr>
</tbody>
</table>

1) Before goodwill amortization
2) 2004 based on 20.1 million shares outstanding (2003: 20.0 million)

*Recurring net income from operations: € 24.1 million*
Organic growth increases

- 2000: Organic 14%, Acquisitions 6%
- 2001: Organic -2%, Acquisitions -4%
- 2002: Organic 2%, Acquisitions 0%
- 2003: Organic 4%, Acquisitions 2%
- 2004: Organic 6%, Acquisitions 0%

Currency:
- 2000: -4%
- 2001: -2%
- 2002: -3%
- 2003: -3%
- 2004: -3%

Divestments:
- 2000: +1%
- 2001: -
- 2002: +2%
- 2003: +0%
- 2004: +1%
Main developments

- GRiP® success in United States
- Growth in most European countries
- Market recovery in Brazil and Chile
- Restructuring Netherlands offers growth prospects
- More focus by concentration on three market segments
- Acquisitions strengthen home market positions
Dutch restructuring completed

- Non-core activities sold
  - Bomendienst, Kafi, Mandaat

- Contracting integrated in regions

- Capacity adjusted to market demand

- Efficiency improvement and overhead reduction

- Pensions changed per 1-1-2004 (IFRS-proof)

*Focus on core activities → growth and margin gains*
Non-recurring financial effects

(in € million)  Operating income  Net income

- Book gain from sales  € 4.0  € 4.0
- Restructuring charge  € 8.4  € 5.4
- Non-recurring effect 2004  -/-€ 4.4  -/-€ 1.4

Annual cost savings: € 5 million
Development operating income
Before goodwill amortization and excluding non-recurring effects

In € million

Change
Excl.currency

2000 35.2 +26% +21%
2001 38.8 +11% +10%
2002 42.9 +11% +16%
2003 36.0 -16% -9%
2004 39.6 +10% +13%
Again organic growth in EBITA

EBITA, excl. non-recurring effects

- Acquisitions +11%
- Organic +2%
- Currencies -/-3%
- Growth achieved +10%

+10%
Net income from operations and EPS
Before goodwill amortization; excluding non-recurring effects

<table>
<thead>
<tr>
<th>Year</th>
<th>Net income (€ mln)</th>
<th>EPS (€)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2000</td>
<td>20.7</td>
<td>1.04</td>
</tr>
<tr>
<td>2001</td>
<td>23.2</td>
<td>1.14</td>
</tr>
<tr>
<td>2002</td>
<td>24.9</td>
<td>1.23</td>
</tr>
<tr>
<td>2003</td>
<td>22.5</td>
<td>1.13</td>
</tr>
<tr>
<td>2004</td>
<td>24.1</td>
<td>1.19</td>
</tr>
</tbody>
</table>

Mutatie: +18%, +12%, +7%, -9%, +7%
Excl.valuta: +12%, +11%, +11%, -4%, +10%
Solid cash flow through improvement working capital

Cash flow: net income + depreciation
Cash flow from operating activities
Balance sheet and return

Solvency

Net interest bearing debt / EBITDA

Return on shareholders’ equity

Return on invested capital

1 basis: average quarterly balance sheets; dividend separated at moment of payment
2 basis: net interestbearing debt
3 excluding non-recurring effects
Gross revenue: market segments

Infrastructure +3% (-/-1%)

Buildings +31% (+11%)

Environment +9% (+15%)

1 adjusted for comparison purposes (addition gross revenue communications)
Growth market segments
Excluding currency effect

Infrastructure

Environment

Buildings

-5.0%
0.0%
5.0%
10.0%
15.0%
20.0%
25.0%
30.0%
35.0%
40.0%

2001 2002 2003 2004

-5.0%
0.0%
5.0%
10.0%
15.0%
20.0%

2001 2002 2003 2004

-5.0%
0.0%
5.0%
10.0%
15.0%
20.0%

2001 2002 2003 2004

acquisition organic total
Infrastructure +3% (-/-1%)

- Stagnating government investment cause of 9% organic decline in Netherlands
- Strong growth rest of Europe
- Market recovery South America
- Acquisition Profil strengthens Poland
- Growth U.S. in water market and roads
- Q4: Dutch, U.S. markets uptick

Capping the Boulevard Periphérique Paris
Environment +9% (+15%)

- Environment main growth market
- Organic growth U.S. 20%
- GRiP® strong for federal government
- RECLAIM™ follows GRiP®
- Elsewhere growth almost across the board
- Multinational clients program success: 25% growth

Nieuw center in Belmar, U.S. through RECLAIM™
Buildings +31% (+11%)

- Growth reflects transition
- Acquisitions project management: +21%
- Organic growth from facility management
- Growth in most European countries
- Strong decline U.S. displacement of investments to Asia

River City project Prague, management: Homola
Margin by market segment

Excluding non-recurring effects

<table>
<thead>
<tr>
<th>Segment</th>
<th>2003</th>
<th>2004</th>
</tr>
</thead>
<tbody>
<tr>
<td>Environment</td>
<td>7.1%</td>
<td>6.7%</td>
</tr>
<tr>
<td>Infrastructure</td>
<td>9.3%</td>
<td>9.3%</td>
</tr>
<tr>
<td>Buildings</td>
<td>-1.1%</td>
<td>1.4%</td>
</tr>
<tr>
<td>Total</td>
<td>6.0%</td>
<td>6.3%</td>
</tr>
</tbody>
</table>
Gross revenue: regions

Netherlands +2% (-/-2%)

North & South America +10% (+11%)

Europe other +13% (+9%)

Other countries -/-2% (-/-2%)
EBITA: regions

- Netherlands
- North & South America
- Europe other
- Other countries
- Organic development

^1 excluding non-recurring effects
Geographic distribution of revenues

2004
- Netherlands: 34%
- North and South America: 33%
- Other Europe: 28%
- Other: 5%

2003
- Netherlands: 35%
- North and South America: 32%
- Other Europe: 27%
- Other: 6%
Strategy: stronger horizontal lines

- Infrastructure
  - Using strong local positions
  - Growth in rail infrastructure and bridges/tunnels
  - Organic growth: 4 - 6%

- Environment
  - Expansion market share at federal government U.S.
  - In Europe growth through GRiP®
  - Organic growth: 8 – 12%

- Buildings
  - International netwerk program management
  - Expansion in facility management
  - Organic growth (project management): 5 – 10%
Expansion in rail market

Several projects in France:
- Track study near Dijon and Angoulême
- Connection RER and high speed line North Paris
- Poland 52 km doubling of tracks

South America:
- Merval project Chile
- Subway in Belle Horizonte

Far East
- High speed South Korea
- Electrification high speed China
- High speed switches Taiwan
Specialist in bridges and tunnels

Millau: highest viaduct in the world

Tunnel under Pannerdensch Canal

Rail tunnel 53 km Lyon-Turin

Combined bridge tunnel project South Korea
ARCADIS Millau team designs Lange Wapper
GRiP® basis for success in environment

Much work for federal government
- Former NASA site in California
- IDIQ contract $200 million U.S. Army
- Remediation Reese Air Force base Lubbock $44 million
- Remediation weapons depot in Milan $45 million
Results versus goals
Excluding currency effects, excluding non-recurring effects

Organic growth in %

Return / invested capital

Margin in %

EPS growth in %

= goal
# Acquisitions in 2004

<table>
<thead>
<tr>
<th>Name</th>
<th>Country</th>
<th>Employees</th>
<th>Revenue 2003 in € million</th>
<th>Consolidation per</th>
</tr>
</thead>
<tbody>
<tr>
<td>TD</td>
<td>UK</td>
<td>25</td>
<td>2</td>
<td>July</td>
</tr>
<tr>
<td>Profil</td>
<td>POL</td>
<td>150</td>
<td>15</td>
<td>October</td>
</tr>
<tr>
<td>BHR</td>
<td>USA</td>
<td>100</td>
<td>10</td>
<td>November</td>
</tr>
<tr>
<td>Diversity</td>
<td>USA</td>
<td>130</td>
<td>18</td>
<td>December</td>
</tr>
<tr>
<td>Witpaard</td>
<td>NED</td>
<td>35</td>
<td>3</td>
<td>November</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td></td>
<td><strong>440</strong></td>
<td><strong>48</strong></td>
<td></td>
</tr>
</tbody>
</table>
Outlook by segment

- **Infrastructure**
  - More investment Netherlands: maintenance and PPP
  - European market remains solid; strong in Central Europe
  - Continued growth in North and South America

- **Environment**
  - GRiP® solid basis for U.S. expansion
  - Introduction GRiP® in Europa
  - Broadening through RECLAIM™ and consultancy

- **Buildings**
  - Ongoing transition aimed at higher margins
  - Expansion of facility management
  - Detail design activities sold in America
Outlook 2005 positive

- Benefit from infrastructure investment
- Larger market share environment through GRiP®
- Outsourcing offers opportunities in facility management
- Dutch market is improving
- Further growth in revenue and income
  (barring unforeseen circumstances, excluding currency effect)