## AGENDA FOR THE DAY

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<tbody>
<tr>
<td><strong>1.</strong> Introduction, vision and strategy</td>
<td>Peter Oosterveer</td>
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</table>
| **2.** Strategy implementation | Mary Ann Hopkins (Americas)  
Stephan Ritter (Europe & Middle East)  
Alan Brookes (United Kingdom)  
Stephanie Hottenhuis (Asia Pacific)  
Greg Steele (Australia) |
| **3.** Financial framework | Renier Vree |
| **4.** Summary | Peter Oosterveer |
| **5.** Q&A | Executive Board |
OUR TEAM

Peter Oosterveer
Chief Executive Officer
First year with Arcadis
32 years in industry

Renier Vree
Chief Financial Officer
7 years with Arcadis
7 years in industry

Mary Ann Hopkins
Americas
2 years with Arcadis
23 years in industry

Stephan Ritter
Europe & Middle East
5 years with Arcadis
5 years in industry

Stephanie Hottenhuis
Asia Pacific/CallisonRTKL
22 years with Arcadis
22 years in industry

Alan Brookes
UK
8 years with Arcadis
34 years in industry

Greg Steele
Australia
9 years with Arcadis
34 years in industry
INTRODUCTION, VISION AND STRATEGY

Peter Oosterveer
CEO
OUR FOUNDATION FOR GROWTH

100 DAYS, 5 HIGHLIGHTS

Committed people

Strong client relations

Deep market sector insights & expertise

Focus & project delivery

Opportunities for Growth
Arcadis founded in The Netherlands as the Association for Wasteland Redevelopment

Start of export of water and infrastructure services to developing countries

Introduction of Arcadis brand name and logo

Acquisition of RTKL

Acquisition of EC Harris

Acquisition of Hyder Consulting and Callison

Acquisition of Langdon & Seah in Asia

One global brand

The fire salamander represents lasting quality and ecological balance.

CREATING A SUSTAINABLE FUTURE

ARCADIS AT A GLANCE – WELL DIVERSIFIED

**GROSS REVENUE BREAKDOWN BY SEGMENT**

- Americas: 41%
- Europe & Middle East: 37%
- Asia Pacific: 12%
- CallisonRTKL: 10%

**GROSS REVENUE BREAKDOWN BY SERVICE**

- Consultancy: 35%
- Program, Project & Cost management: 35%
- Design & Engineering: 10%
- Architectural Design: 10%

Global market position: Top-3 in Design & Consultancy

- **€3.3 bn** 2016 GROSS REVENUE
- **~27,000** PEOPLE WORLDWIDE
- **30,000+** PROJECTS ANNUALLY
- **70+** COUNTRIES WHERE ARCADIS DELIVERS PROJECTS
OUR EXPERTISE TO CREATE A SUSTAINABLE FUTURE

INFRASTRUCTURE (24% gross revenues)
- Airport Solutions
- Highways and Intelligent Transport Systems
- Rail and Urban Transport
- Ports and Industrial Infrastructure
- Mining

ENVIRONMENT (25% gross revenues)
- Site Evaluation and Restoration
- Environmental Construction Services
- Environmental Planning
- Strategic Environmental Consulting

WATER (13% gross revenues)
- Water Management
- Water for Industry
- Water Conveyance
- Water Supply and Treatment

BUILDINGS (38% gross revenues)
- Performance Driven Design
- Business Advisory
- Contract Solutions
- Master Planning and Sustainable Urban Development
- Architecture & Design

LOCAL STRENGTH, GLOBAL REACH

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A GLOBAL MARKET OF ~$500 BILLION, GROWING IN LINE WITH GDP

Adressable market in $ billion

Source: IHS, GWI
A STRONG GLOBAL MARKET POSITION

In US$ billion of engineering revenues

<table>
<thead>
<tr>
<th>Company</th>
<th>Engineering Revenues</th>
</tr>
</thead>
<tbody>
<tr>
<td>Jacobs/CH2M</td>
<td>9.9</td>
</tr>
<tr>
<td>AECOM</td>
<td>7.4</td>
</tr>
<tr>
<td>PCC China</td>
<td>7.3</td>
</tr>
<tr>
<td>CCEC</td>
<td>6.2</td>
</tr>
<tr>
<td>WSP</td>
<td>5.5</td>
</tr>
<tr>
<td>SNC Lavalin/Atkins</td>
<td>4.8</td>
</tr>
<tr>
<td>Arcadis</td>
<td>4.2</td>
</tr>
<tr>
<td>Flueor</td>
<td>3.7</td>
</tr>
<tr>
<td>Slanetec</td>
<td>3.3</td>
</tr>
<tr>
<td>Worley Parsons</td>
<td>3.0</td>
</tr>
<tr>
<td>Tetra Tech</td>
<td>2.7</td>
</tr>
<tr>
<td>CRCC</td>
<td>2.6</td>
</tr>
<tr>
<td>DAR Group</td>
<td>2.6</td>
</tr>
<tr>
<td>CB&amp;LLC</td>
<td>2.3</td>
</tr>
<tr>
<td>Mott McDonald</td>
<td>2.2</td>
</tr>
<tr>
<td>Fugro</td>
<td>2.2</td>
</tr>
<tr>
<td>AMEC</td>
<td>2.0</td>
</tr>
<tr>
<td>Sweco</td>
<td>1.9</td>
</tr>
<tr>
<td>HDR</td>
<td>1.9</td>
</tr>
<tr>
<td>KBR</td>
<td>1.9</td>
</tr>
<tr>
<td>Arup</td>
<td>1.8</td>
</tr>
<tr>
<td>CRG</td>
<td>1.8</td>
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</tbody>
</table>

ENR 2017 ranking based on 2016 revenues, adjusted for recently announced acquisitions.

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STRENGTHS TO BUILD ON

- Global platforms
- One brand, recognized thought leader
- Leadership positions in key markets
- Strong City program
- Competitive delivery model
- Committed and competent people

IMPROVEMENT AREAS

- Organic revenue growth
- Operating margin
- Focus on markets, solutions, and client sectors
- Commercial excellence
- Project delivery
MEGA TRENDS THAT CREATE OPPORTUNITIES

URBANIZATION & MOBILITY
SUSTAINABILITY & CLIMATE CHANGE
GLOBALIZATION
DIGITIZATION
OUR STRATEGIC CONTEXT

MEGA TRENDS
- Urbanization & mobility
- Sustainability & climate change
- Globalization
- Digitization

STAKEHOLDER DIALOGUE
- Employees
- Clients
- Suppliers/subcontractors
- Civil society
- Investors

SUSTAINABLE DEVELOPMENT GOALS RELEVANT FOR ARCADIS

COMPETITIVE LANDSCAPE
- Changing client patterns
- Shift to digital
- Industry consolidation
- Scarcity of qualified people

OUR POSITIONING:
- Sustainable and resilient cities
- Smart infrastructural solutions
- Future-proof industries

Design and Consultancy for
OUR CULTURE IS BASED ON STRONG VALUES

PEOPLE FIRST
We care for each other and create a safe and respectful working environment where our people can grow, perform, and succeed

CLIENT SUCCESS
We are passionate about our clients’ success and bring insights, agility, and innovation to co-create value

INTEGRITY
We always work to the highest professional and ethical standards and establish trust by being open, honest and responsible

SUSTAINABILITY
We base our actions for clients and communities on environmental responsibility and social and economic advancement

COLLABORATION
We value the power of diversity and our global capabilities and deliver excellence by working as One Arcadis

IMPROVING QUALITY OF LIFE
A SUSTAINABLE FUTURE THROUGH OUR STRATEGIC PILLARS

**PEOPLE & CULTURE**
- 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

**FOCUS & PERFORMANCE**
- Focus on where we can lead
- Deliver client and project excellence
PEOPLE & CULTURE

PEOPLE FIRST
• Be the employer of choice
• Create an environment to grow, perform and succeed

LIVING OUR VALUES
• Foster a balanced culture that is driven by our core values
• Create business value through sustainable solutions

DEVELOP AND RETAIN THE WORKFORCE OF THE FUTURE
• Develop our people and recruit missing capabilities for future needs
• Embrace diversity of capabilities and people to facilitate our success in the future
GLOBAL SHAPERS & ARCADIS ACADEMY

Impact

• Annual program for global early career professionals sponsored by the Lovinklaan Foundation. The theme in 2017 was Sustainability for impact - Digital Solutions to improve quality of life.

• Our global hub for learning and development, the Arcadis Academy gives our people access to Project & Program Management, Leadership Development and Client Focus programs.
ADVISE & DELIVER SUSTAINABLE SOLUTIONS
• Build scale where we can both advise and deliver
• Apply integrated thinking to solve complexity for clients

DIGITAL INNOVATION
• Scale existing technologies
• Explore new technologies in co-creation with clients

LOCAL STRENGTH, GLOBAL REACH
• Utilize local market knowledge and deep client relationships
• Leverage global experience for best-in-class solutions
EMBRACING DIGITAL THINKING, EXPANDING CAPABILITIES

TODAY
100% BIM¹

SCALE

TOMORROW
Digital value propositions

INCUBATE

AFTER TOMORROW
Digital lab

EXPLORE

• Data-driven business models
• Human-centric digital solutions
• Co-creation with clients

¹ Building information modeling
FOCUS WHERE WE CAN LEAD

• Build leadership positions based on relevance for clients, local presence and global positions
• De-prioritize businesses that fail to meet our criteria

CLIENT & PROJECT EXCELLENCE

• Disciplined project and client selection and improved project delivery
• Create consistency through the Arcadis Way

COMPETITIVE DELIVERY MODELS

• Optimize delivery across the entire value chain: partnering with architects, contractors, and engineers
• Increase utilization of Global Excellence Centers
Enable people to develop in a culture of client success and knowledge exchange

Enhance client selectivity and pursue profitable projects

Improve project delivery via best practice processes, and data analytics

TECHNOLOGY: Single cloud platform covering PEOPLE, CLIENTS, SALES, DELIVERY, FINANCE, BUSINESS INTELLIGENCE

TRAINING: Creating a platform for our people to grow, perform and succeed

PROCESS: Ensuring best practices are globally shared and applied

CURRENT COMPLETION RATE: 33% of net revenues
GLOBAL EXCELLENCE CENTERS (GEC’S)

- Highly skilled multi-disciplinary capability
- Integrated ‘One Team’ approach creates seamless project delivery

GEC JOURNEY

<table>
<thead>
<tr>
<th>Year</th>
<th>FTEs in GECs</th>
<th>GEC staff as % total staff</th>
</tr>
</thead>
<tbody>
<tr>
<td>2014</td>
<td>1,017</td>
<td>4%</td>
</tr>
<tr>
<td>2015</td>
<td>1,298</td>
<td>7%</td>
</tr>
<tr>
<td>2016</td>
<td>2,019</td>
<td>10%</td>
</tr>
<tr>
<td>2017</td>
<td>2,600</td>
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</tr>
</tbody>
</table>
OUR STRATEGIC FRAMEWORK 2018 - 2020

PEOPLE & CULTURE

- Voluntary staff turnover
  Voluntary staff turnover < Market

- Staff engagement
  Engagement score improving annually

- Brand
  Top 5 Brand Awareness in markets we serve

- Clients
  Top Quartile performance for Client Experience

INNOVATION & GROWTH

- Organic Revenue Growth
  - Surpass GDP growth in our markets
  - Revenue growth for key clients 2 times overall growth

- Innovation
  Digital adoption by our people and our clients

- Sustainability
  Significantly contribute to UN Sustainable Development Goals

FOCUS & PERFORMANCE

- Margin
  Operating EBITA trending to 8.5% - 9.5% of net revenues in 2020

- Net Working Capital/DSO
  - NWC <17% of gross revenues
  - DSO < 85 days

- Return
  Return on invested capital >10%

- Dividend
  30 - 40% of Net Income from Operations

- Leverage
  Net Debt/EBITDA between approximately 1.0 and 2.0
STRATEGY IMPLEMENTATION
MARKET TRENDS & OPPORTUNITIES

1. Increased Infrastructure spending driven by local funding initiatives
2. Increased use of Design-Build and Public-Private Partnerships
3. Corporate social responsibility driving environmental priorities for private clients
4. Vulnerable cities developing and implementing resiliency strategies
5. Clients are expecting and embracing digital innovation
6. Federal spending on hurricane recovery and rebuilding will last years
IMPLEMENTING OUR STRATEGY IN NORTH AMERICA

PEOPLE & CULTURE

- Live our values and passion
- Become the employer of choice
- Recognize and reward performance
- Foster diversity
- Focus on developing our people: Grow, Perform and Succeed

INNOVATION & GROWTH

- Lead in addressing emerging contaminants and grow Strategic Environmental Consulting and Arcadis FieldTech Solutions
- Grow Infrastructure and Water through Design-Build contractor strategy and Program Management
- Leverage global resilience resume for US coastal locations and vulnerable cities
- Provide industrial infrastructure and buildings solutions to private clients
- Unleash digital to be the disrupter and differentiator

FOCUS & PERFORMANCE

- Build on the achievements to date:
  - Turnaround Environment
  - Infrastructure growth
- Excel in project delivery
- Focus on key geographies, clients, and market sectors
- Further leverage GECs
- Strengthen account teams and ‘pursuit-to-win’ strategies
Impact

• Arcadis designs resilient infrastructure in New York City, protecting 200,000 residents and 21,000 businesses.
• Addresses flood protection following Superstorm Sandy.
• A range of multifunctional resilience solutions were integrated with neighborhood and community amenities.
REDUCING TRAFFIC IN A CONGESTED CITY

Impact
- Arcadis provides in-depth transportation knowledge, construction contract administration and quality and safety oversight.
- $1.55 Billion rail project in partnership with Los Angeles County Metropolitan Transportation Authority to reduce traffic in North America’s most congested city.
- Construction of twin tunnels connects three new stations along the newly expanded route.
INNOVATION FOR EMERGING CONTAMINANTS

Impact

- Arcadis assessing portfolio of 85 Army facilities across the US to determine extent of PFAS contamination.
- Prioritizing and fast tracking sites/facilities into emergency response actions where PFAS releases are impacting or threatening drinking water supplies.
- Working with regional US Army Corps of Engineers offices to advance desk top studies to identify potential PFAS sources on Army installations.
Impact

- Arcadis provides full design and consulting support, including Intelligent Transportation Systems, Traffic Operations, Asset management and maintenance.
- Over 150 staff support the program that has a contract capacity of $150M.
- Arcadis supports the agency’s D/B programs as an owners-engineer and as a design partner to local contractors.
OUR PEOPLE
1,550

OUR CLIENTS
SABESP, Vale, Vinci, Brookfield, GE, Codelco, Embraer

% OF ARCADIS NET REVENUE
3%

Expertise
- Infrastructure: 25%
- Water: 48%
- Environment: 27%
- Buildings: 25%

Clients
- Public: 60%
- Regulated: 16%
- Private: 24%

Services
- Consulting: 15%
- Program, project & cost mgmt: 38%
- Design & Engineering: 47%

Countries
- Brazil: 60%
- Chile: 37%
- Peru: 3%
1. Macro-economic indicators improving in Brazil
2. Private and foreign capital responding to concessions, PPPs and M&A
3. Foreign contractors entering region
4. Signs of mining recovery in Chile & Peru
5. Political elections in Brazil and Chile create uncertainty
IM实PLEMEN实TING OUR STRATEGY IN LATIN AMERICA

PEOPLE & CULTURE

- Rebuild spirit of the region after several years of contraction
- Value, promote and engage our people
- Collaborate regionally to create opportunity
- Promote BIM and Digital to support workforce of the future

INNOVATION & GROWTH

- Position early with contractors and capital providers for concessions and PPPs
- Leverage global solutions and resources to grow Transportation & Logistics Sector
- Build core and expand into solar and transmission lines in Power Sector
- Grow Water Sector through privatizations, performance based contracts and desalination trends
- Expand mining client base by leveraging expertise from Chile

FOCUS & PERFORMANCE

- Rebalance business back to profitability
- Centralized management and design oversight to improve project delivery
- Use GECs for competitive project delivery
- Focus on key sectors which align to our expertise and presence
Impact

- Arcadis has supported SABESP for over 45 years with engineering and program management support to reduce pollution to the Tiete River.
- Over $15B has been invested to capture and treat wastewater.
Impact

- Arcadis has provided design services for all Santiago Metro lines since 2000.
- Metro line 3 was a 22 KM extension with 18 new stations.
- Considered environmental impacts in design
- Project fostered collaboration with other Arcadis entities.
CONTINENTAL EUROPE – OUTPERFORMING IN OUR MARKETS

OUR PEOPLE
6,150

OUR CLIENTS
ProRail, Rijkswaterstaat, Societe du Grand Paris, Nike, Opel

% OF ARCADIS NET REVENUE
22%

Expertise
- Infrastructure: 35%
- Water: 37%
- Environment: 9%
- Buildings: 19%

Clients
- Public: 55%
- Regulated: 20%
- Private: 25%

Services
- Consulting: 45%
- Program, project & cost mgmt: 28%
- Design & Engineering: 27%

Countries
- Netherlands: 49%
- Germany: 14%
- France: 16%
- Belgium: 15%
- Other Europe: 6%
MARKET TRENDS & OPPORTUNITIES

1. Significant focus on Sustainability and urban resilience
2. Continued investments in private sectors
3. Increase spend in public sectors (with more country based variability)
4. Success driven by asset knowledge, integrated offerings and European coverage
5. Asset know-how enables us to infuse knowledge into data, strengthening client relationships and improving business outcomes
IMPLEMENTING OUR STRATEGY IN EUROPE

PEOPLE & CULTURE

• Accelerate diversity and inclusion programs

• Invest in front end design, engineering, project management and digital capabilities

• Leverage improved brand positioning to attract & retain talent

INNOVATION & GROWTH

• Grow integrated capex solutions for industry clients across Europe

• Co-create data driven business models with a focus on the end user

• Capture Energy transition growth opportunities

FOCUS & PERFORMANCE

• Improve project delivery with a spirit of continuous improvement

• Make global design the natural way of working

• Improve project delivery via best practice processes
Impact

- Arcadis is executing a €80 million contract to deliver 60+ stations and 200km + of new metro lines, 90% of which will be underground.
- These metro lines are expected to carry 2 million passengers per day, an investment of around €20 billion.
- We provide integrated Program/Project/Contract/Procurement management, technical advisory, GIS data collection, land acquisition & stakeholder management.
AN ENERGY NEUTRAL STORAGE AND OFFICE COMPLEX

Impact
- The 150,000 m² complex is energy-neutral, using low-energy lighting, closed water loops, green roofs and walls, and environmentally friendly hybrid robot cranes.
- Arcadis provided structural and infrastructural engineering, support on biodiversity and LEED, and secured environmental permits.
- Awarded “Best Industrial and Logistics Development” at MIPIM awards 2017 in Cannes.
Arcadis and its partner TU Berlin were commissioned to design a new building on a heritage industrial complex with 100% BIM.

Simulations of user behavior, life cycle cost analysis and energy efficiency data are being integrated into the BIM model.
Impact

- Arcadis won a €20 million contract to perform project and construction management for the new terminal and pier.
- Expanding capacity from 63 million passengers today to 80 million passengers in 2023.
- The expansion seeks to accommodate the ongoing growth in airline travel improving the end client experience.
MIDDLE EAST

Stephan Ritter
MIDDLE EAST - DE-RISK THROUGH FOCUS AND SELECTIVITY

OUR PEOPLE
2,200

OUR CLIENTS
Emaar, Vinci, Ashghal, Kahramaa, Sabb

% OF ARCADIS NET REVENUE
7%

Expertise
- Infrastructure: 52%
- Water: 33%
- Environment: 13%
- Buildings: 2%

Clients
- Public: 70%
- Regulated: 21%
- Private: 9%

Services
- Consulting: 41%
- Program, project & cost mgmt: 56%
- Design & Engineering: 3%

Countries
- UAE and Oman: 38%
- KSA and Bahráin: 48%
- Qatar: 14%
MARKET TRENDS & OPPORTUNITIES

1. Regional dynamics causing business uncertainty
2. Major projects reprioritized due to budget deficits related to the oil price
3. Region has been embarking on a productivity-led transformation
4. National Visions will provide future opportunities

UAE National Vision 2021

Qatar National Vision 2030

KSA National Vision 2030
IMPLEMENTING OUR STRATEGY IN THE MIDDLE EAST

**PEOPLE & CULTURE**

- Collaborate with UK on university program to attract mobile talent
- Differentiate as an employer of choice through putting people first
- Globally develop people through our iconic projects

**INNOVATION & GROWTH**

- Grow top 20 clients, increasing share of wallet
- Expand Project, Program and Cost management services
- Enhance relationships with key contractors

**FOCUS & PERFORMANCE**

- Sharpen focus on selection of profitable clients and projects
- Clearly select businesses where we can sustainably lead
- Improve project delivery via best practice processes
INNOVATING WITH WORLD-CLASS MIXED-USE DEVELOPMENT

CITY WALK
UNITED ARAB EMIRATES

Impact

• Arcadis was appointed to provide lead consultant, design and supervision services for 34 buildings on leisure, retail and entertainment facilities
• The development utilized high-levels of pre-fabrication, off-site manufacturing and repeatability in order to ensure speed and quality in construction
• City Walk has become a benchmark for other developments in the region
Impact

- Arcadis is providing integrated engineering (MEP), traffic planning, site supervision and cost management solutions as well as landscape, waste and security advice.
- The SABB headquarters is the first fully-certified LEED Gold building that we have designed and built in KSA.
Impact

• Arcadis was the first design & consultancy in Qatar to secure the authorization required to use drone technology.
• Arcadis provided volumetric calculations for the earthwork spread of the Orbital Highway.
• Increases precision and efficiency in volume calculations resulting in higher productivity, higher safety and better working conditions.
UNITED KINGDOM - CAPITALIZE ON MARKET LEADERSHIP

**OUR PEOPLE**
4,400

**OUR CLIENTS**
Southern Water, HS2, Cross Rail 2, Jaguar Land Rover

**% OF ARCADIS NET REVENUE**
16%

**Expertise**
- Infrastructure: 35%
- Water: 44%
- Environment: 9%
- Buildings: 12%

**Clients**
- Public: 46%
- Regulated: 16%
- Private: 38%

**Services**
- Consulting: 30%
- Program, project & cost mgmt: 22%
- Design & Engineering: 48%

**Countries**
- 100% UK
1. Lack of clarity of what Brexit means causes lower client confidence
2. UK economy still growing and has real opportunity
3. Lower GBP is bringing continued foreign investment
4. Housing is a key issue - 200,000 more homes needed
5. The volume of major infrastructure projects will stretch the Government purse and create the need for external investment
IMPLEMENTING OUR STRATEGY IN THE UNITED KINGDOM

PEOPLE & CULTURE

• Reduce attrition & enhanced engagement score
• Strategic key hires & active succession planning
• Identify and develop future workforce profile and skills
• Learning and development in Digital

INNOVATION & GROWTH

• Sector, asset and digital knowledge for focused client growth and city focus
• Program management, invest in brand and target major programs
• Strategic environmental consultancy
• Digital technology eco-systems

FOCUS & PERFORMANCE

• Program management, performance-driven design engineering
• Digital capability as a differentiator to inform clients on capex and opex strategies
• Leverage GEC’s, including Data Analytics
• Contractors partner of choice for environmental compliance services
GLOBAL EXCELLENCE CENTER: RAIL UK

- Growth booster UK
- Adopting new technologies (BIM, Big Data, 3D outputs)
- Efficiency gains
- Exceeded client expectations

![Graph showing growth in numbers of GEC and UK Rail people from 2010 to 2017. The graph indicates a steady increase in both categories.]
NEW SCOTLAND YARD OFFICE
London, UK

Impact
• Arcadis provides cost and project management for the development of a modern, agile new headquarters called 'New Scotland Yard'.
• The building is considered to be of special merit and local significance and provides a welcoming and open face for the organization due to extensive remodeling and extension of the existing building.
• Awarded 'The Prime Minister's Award for Better Public Building' at the 2017 British Construction Industry Awards.
Impact

- Arcadis is exploring how technology and digitalization can be used in the next generation of garden settlements.
- The aim is to improve quality of life for residents by creating up to 12,000 new homes an hour’s train ride from London and by using smart cities technology to drive more efficient local services.
Impact

- Arcadis creates an integrated public transport hub that will provide a world-class gateway for Belfast, linking it to national and international markets.
- Improves passenger journeys and provides better, more modern facilities, significantly increasing rail, bus and coach capacity.
- Developments open up opportunities for significant private investments, creating new jobs and regeneration opportunities throughout the surrounding neighborhoods.
Impact

• Leadership and delivery roles in the Information Systems work package: Information Management, BIM and Asset Data Management.
• The multi-disciplinary 3D model can feed into a future asset management database, enabling Highways England to undertake proactive maintenance which can save between 5% and 15% on maintenance budgets.
• This new strategic road crossing over the river Thames could potentially create more than 6,000 jobs and boost the economy by more than £8 billion.
ASIA – GROWTH THROUGH LOCAL DEPTH AND GLOBAL EXPERTISE

**OUR PEOPLE**
4,300

**OUR CLIENTS**
Sung Hung Kai, China Resources, HSBC, Citi, Adidas, BMW, Huawei, Alibaba

**% OF ARCADIS NET REVENUE**
9%

**Expertise**
- 87% Infrastructure
- 11% Water
- 2% Environment
- 2% Buildings

**Clients**
- 86% Public
- 12% Regulated
- 2% Private

**Services**
- 83% Consulting
- 6% Program, project & cost mgmt
- 11% Design & Engineering

**Countries**
- 39% China
- 15% Hong Kong and Macau
- 11% Singapore
- 8% Other
- 11% Malaysia
- 27% Other

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MARKET TRENDS & OPPORTUNITIES

1. Significant growth in transportation and infrastructure
2. One Belt, One Road
3. Increasing influence of Chinese investors in Asia and internationally
4. Growth of new sectors; industrial, logistics, leisure and entertainment
5. Increased relevance of livability and water resilience in Asian cities
IMPLEMENTING OUR STRATEGY IN ASIA

PEOPLE & CULTURE

• Brand recognition
• Become the employer of choice
• Attract and retain the workforce of the future
• Offer a continuous learning experience

INNOVATION & GROWTH

• Sustainable cities
• Lead and “self-disrupt” in cost management
• Digital technologies
• Diversify offering
• Major infrastructure programs
• Water management
• Industrial clients, global and Asian multinationals

FOCUS & PERFORMANCE

• Excel in project and client selection and improve project delivery
• Focus on attractive sectors and geographies
• Leverage GEC’s; One-team approach
BMW NEX-PLANT
Shenyang, China

Impact

- Arcadis manages delivery of a high-profile scheme for manufacturing and production facility development.
- In 2016 this award-winning project was recognized by the client for outstanding performance.
GOVERNANCE AND CONTROL SERVICES
Hong Kong

Impact
- Citibank extended the scope of Arcadis’ Governance and Control services by including EMEA.
- Arcadis brings deep stakeholder knowledge and delivers a high level of technical ability and global expertise, supported by Global Excellence Centers and sector knowledge.
Impact
• Arcadis is design consultant for the extension of Singapore’s deep tunnel system.
• We deliver value through our global collaboration, expertise and experience.
• Water is collected and transported to a reclamation plant for recycling, new technology improves water efficiency.
• Meets Singapore’s long-term water needs and helps to build a sustainable future.
Impact
- Arcadis is principal consultant for Sponge City in Wuhan, providing technical, policy and program management advisory.
- Our approach holds, cleans and drains water, ecologically-friendly.
- Outcome is a city more resilient to climate change and natural disasters by blending green infrastructure & flood control to reduce flood damage and improve quality of life.
Impact

• One Belt One Road is an ambitious program by the Chinese government to build and upgrade highways, railways, ports, industrial facilities and other trade supporting infrastructure throughout Asia, Africa and Europe.
• Opportunity for Arcadis to support a range of public and private clients, across the project cycle, through our strong presence in Asia.
AUSTRALIA - SUSTAIN THE MOMENTUM IN URBAN GROWTH

OUR PEOPLE
>1,300

OUR CLIENTS
(Regional) Government, LendLease, CPB, Acciona, Charter Hall, GPT

% OF ARCADIS NET REVENUE
5%

Expertise
- Infrastructure: 58%
- Water: 33%
- Environment: 9%
- Buildings: 2%

Clients
- Public: 62%
- Regulated: 36%
- Private: 2%

Services
- Consulting: 63%
- Program, project & cost mgmt: 17%
- Design & Engineering: 20%

Countries
100%

Australia
MARKET TRENDS & OPPORTUNITIES

1. Australia GDP – 3% for the last few years
2. Stable political system
3. Our key markets of Infrastructure, Environment and Buildings are solid
4. High population growth in major cities
5. Energy and Resources sectors on the way back
6. Digital disruption starting but not yet entrenched
7. Very strong Infrastructure pipeline in Sydney and Melbourne driven by asset recycling
IMPLEMENTING OUR STRATEGY IN AUSTRALIA

PEOPLE & CULTURE
- Creating a diverse and inclusive culture
- Living our values (strong programs for client success, collaboration and positive living)
- Shaping the workforce of the future

INNOVATION & GROWTH
- Strengthen capabilities early in the value chain
- Renewed focus on Energy, Resources, Health and Education
- Continue to scale our rail and environment businesses
- Lead the digitization of our industry

FOCUS & PERFORMANCE
- Strong programs for client selection and pursuit excellence
- Continue project performance improvement measures
- Further expand use of GEC’s
- Drive strategy implementation through our focus on Big Urban Clients (Sydney, Brisbane and Melbourne)
Sydney Metro
Sydney, Australia

Impact

• Arcadis appointed as lead designer for stage 2 of the Sydney Metro project, the biggest transport project with the longest railway tunnels ever built in Australia.
• Broad multidisciplinary expertise was critical to solving issues around constructability and programming.
• The extended metro network includes 31 new underground stations, 66km of new metro rail and a train every four minutes during peak times.
Impact

• Project implemented Arcadis technology that was developed in Australia.
• The solution developed by Arcadis exceeded all other available options.
Impact

- New 5 level hospital.
- First major investment in health infrastructure in the Northern Beaches area of Sydney.
- Arcadis providing structural, civil, façade and traffic engineering services.
Impact

- Arcadis provides freight logistics and sustainability advisory services enabling the client to obtain clean energy funding to develop the facility and incorporate large-scale renewable energy sources.
- Demonstrated that net greenhouse gas emissions produced by not building the intermodal terminal would be higher than building it.
- Improves supply chain efficiency, removing emissions-intensive trucks off Australian roads in an area of rapid population and economic growth.
OUR STRATEGIC FRAMEWORK 2018 - 2020

PEOPLE & CULTURE

- **Voluntary staff turnover**
  Voluntary staff turnover < Market

- **Staff engagement**
  Engagement score improving annually

- **Brand**
  Top 5 Brand Awareness in markets we serve

- **Clients**
  Top Quartile performance for Client Experience

INNOVATION & GROWTH

- **Organic Revenue Growth**
  - Surpass GDP growth in our markets
  - Revenue growth for key clients 2 times overall growth

- **Innovation**
  Digital adoption by our people and clients

- **Sustainability**
  Significantly contribute to UN Sustainable Development Goals

FOCUS & PERFORMANCE

- **Margin**
  Operating EBITA trending to 8.5% - 9.5% of net revenues in 2020

- **Net Working Capital/DSO**
  - NWC <17% of gross revenues
  - DSO < 85 days

- **Return**
  Return on invested capital >10%

- **Dividend**
  30 - 40% of Net Income from Operations

- **Leverage**
  Net Debt/EBITDA between approximately 1.0 and 2.0
Growth drivers
• Increasing demand end-markets
• Focus on higher growth clients
• Big Urban Client program
• Digital Solutions
• Partnerships

Margin drivers
• Focus on higher margin activities
• De-prioritize underperforming businesses
• Improving project delivery
• Expand Global Excellence Centers
• Enabled by Arcadis Way

REVENUES (€M) AND ORGANIC GROWTH
(In %)

2014 2015 2016 2017 Q3 Target
Gross Revenue 2.6 3.4 3.3 2.4
Net Revenue 0% 0% -4% 0%
Organic Net Revenue growth (%)

OPERATING MARGIN
(In % of net revenues)

2014 2015 2016 2016 pro-forma1) Target (2020)
Gross Revenue 10.1% 9.6% 7.1% 6.8% 8.5%-9.5%
Net Revenue 0% 0% 0% 0%
Organic Net Revenue growth (%)

1) Pro-forma: excluding CallisonRTKL
FOCUS ON CASHFLOW TO IMPLEMENT STRATEGIC ROADMAP…

- Focus on clients with good payment behavior
- Better analysis, invoicing & collection enabled by Arcadis Way
- Train commercial skills of project managers through the Arcadis Academy
- Management incentives include Free Cash Flow metric
- Collect overdue receivables

### NET WORKING CAPITAL AS % OF GROSS REVENUES

<table>
<thead>
<tr>
<th>Year</th>
<th>2014</th>
<th>2015</th>
<th>2016</th>
<th>2016 pro-forma</th>
<th>Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>17.4%</td>
<td>17.1%</td>
<td>17.5%</td>
<td>18.4%</td>
<td>&lt;17.0%</td>
<td></td>
</tr>
</tbody>
</table>

### DSO IN DAYS

<table>
<thead>
<tr>
<th>Year</th>
<th>2014</th>
<th>2015</th>
<th>2016</th>
<th>2016 pro-forma</th>
<th>Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>83</td>
<td>84</td>
<td>91</td>
<td>92</td>
<td>&lt;85</td>
<td></td>
</tr>
</tbody>
</table>

1 Pro-forma: excluding CallisonRTKL
...WITH AN **EFFICIENT AND ROBUST CAPITAL STRUCTURE**

<table>
<thead>
<tr>
<th>Year</th>
<th>Return on Invested Capital (In %)</th>
<th>Leverage ratio Net Debt / EBITDA ¹)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2014</td>
<td>13.7%</td>
<td>1.5</td>
</tr>
<tr>
<td>2015</td>
<td>9.3%</td>
<td>2.2</td>
</tr>
<tr>
<td>2016</td>
<td>6.8%</td>
<td>2.5</td>
</tr>
<tr>
<td>Target</td>
<td>&gt;10.0%</td>
<td>Target</td>
</tr>
</tbody>
</table>

1) Average net debt/EBITDA: calculated according to bank covenant methodology

- Higher profitability
- Lower net working capital
- Divestments & selective acquisitions
- Efficient and robust capital structure
- Net debt/EBITDA approximately between 1.0 and 2.0
- Unchanged dividend pay-out of 30 - 40% of Net Income from Operations
FUNDING IN PLACE TO REALIZE STRATEGIC INITIATIVES

Sources of funds
- Operating cash flow
- Divestments

Use of funds
- Capital & people investments
- Dividend
- Acquisitions/Digital strategy
- Repay debt
- Return cash to shareholders if leverage sustained below 1.0

MATURITY PROFILE OF DEBT
€ million

<table>
<thead>
<tr>
<th>Year</th>
<th>Bank Term Loans</th>
<th>Revolving Credit Facilities</th>
<th>USPPs</th>
<th>Schuldschein Loans</th>
</tr>
</thead>
<tbody>
<tr>
<td>2018</td>
<td>200</td>
<td>100</td>
<td>100</td>
<td>0</td>
</tr>
<tr>
<td>2019</td>
<td>100</td>
<td>100</td>
<td>0</td>
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<tr>
<td>2020</td>
<td>0</td>
<td>100</td>
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<td>2021</td>
<td>0</td>
<td>0</td>
<td>200</td>
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<td>2022</td>
<td>0</td>
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<tr>
<td>2023</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
</tbody>
</table>
RISK MANAGEMENT IS EMBEDDED IN OUR DAILY PRACTICES

Key risk mitigating controls
- Strong culture and clear values
- Diversified business
- Aligned regional strategy implementation plans
- Cost efficiency including use of GEC’s
- Innovation through Digital
- Excellence in project delivery

MARKET-TO-OPPORTUNITY
- Create awareness
- Identify need
- Create opportunity

PURSUIT-TO-WIN
- Pursue opportunity
- Create offer
- Contract awarding

DELIVER-TO-RESULT
- Initiate project
- Plan project
- Execute project
- Control project
- Close project

Control point
Client go/no go
Opportunity go/no go
Tender Board
Sign contract
Project kick-off
Project reviews
Reflect & learn
1. Our Key Performance Indicators are clear and cover the breadth of our stakeholders
2. We have realistic targets based on our strategic performance drivers
3. We focus on cash flow to fund our strategic roadmap
4. We execute our strategy with an efficient and robust capital structure
5. Risk management is well embedded in our daily practices
WELL POSITIONED TO DELIVER ON OUR STRATEGY

IMPROVING QUALITY OF LIFE

CREATING A SUSTAINABLE FUTURE

PEOPLE & CULTURE

INNOVATION & GROWTH

FOCUS & PERFORMANCE
Q&A
CREATING A SUSTAINABLE FUTURE