

An aerial photograph of a highway interchange with multiple lanes and overpasses, surrounded by dense green and yellow trees. The image is overlaid with several thick, orange, angular shapes that create a modern, graphic design. A large white circle is positioned on the left side, containing the main text.

**Continued client  
demand driving strong  
pipeline while delivering  
significant margin  
expansion**

Arcadis Q1 2024 Trading Update

PART 1

# Q1 2024 Trading update

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**Alan Brookes**  
CEO

# Key highlights of the first quarter of 2024

- Strong quarter with significant project wins and continued margin improvement
- High demand for sustainable and digitally enabled services driving GBA collaboration
- Government stimulus programs are increasingly contributing and provide significant pipeline opportunities



Net Revenues  
**+3% to:**

**€968M**

Organic growth<sup>1)</sup>: **+4.4%**



Order Intake  
**+6% to:**

**€1.1B**

Organic growth<sup>1)</sup>: **+6.0%**



Backlog  
**+4% to:**

**€3.3B**

Organic growth<sup>1)</sup>: **+4.9%**



Operating  
EBITA Margin<sup>2)</sup>:

**10.7%**

(Q1'23: 9.8%)

<sup>1)</sup> Underlying YoY growth excl. impact of FX, acquisitions, footprint reductions, winddowns or divestments

<sup>2)</sup> EBITA excluding restructuring, integration, acquisition & divestment costs

Global Business Areas: **Resilience**

# Continued demand from expanding regulations drives long term revenue visibility

Market developments driving wins

UK water cycle:  
**AMP8** driving significant wins




Water optimization




Sustainable operations

US Environmental Protection Agency (EPA)  
**Lead & Copper** legislation continues to drive pipeline

EPA updates **PFAS standards** in water




Environmental restoration




Water optimization

North Sea hotspot for **offshore wind**; high need for our smart grid solutions



Energy transition



Climate adaptation

**PROJECT EXAMPLE**



Enabling UK's water infrastructure business transformation within APM8 through innovative design: ensuring water supplies for millions

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Solution **Water Optimization**  
Client **South West Water | UK**

## Global Business Areas: **Places**

# Well positioned to benefit from government stimulus, technology investments and need for decarbonization

### Market developments driving wins

**Semiconductor** market: \$8.5B in Direct Funding, under **CHIPS Act** to Intel  
World's largest tech companies **investing in data centers** on back of AI



Advanced Industrial Facilities



Architecture & Urbanism

US government announces investments to make **federal facilities net zero**



Public Facilities



Smart Sustainable Buildings

EU Directive on **Energy for Buildings**

US Dept. of Energy first federal blueprint to **decarbonize Buildings**



Smart Sustainable Buildings



Retrofitting & Repurposing



PROJECT EXAMPLE

**Retrofitting UK government's workplaces: driving net zero, effective and cost-efficient design**

Solution  
Client

**Retrofitting & Repurposing  
Government Property  
Agency | UK**

## Global Business Areas: **Mobility**

# Large investment programs: ramp up allocations and spend

### Market developments driving wins

#### Network Rail

investment cycle CP7 of £45B puts climate change high on agenda in UK



Intelligent Rail & Transit

**US Gateway Program** to receive \$12B in federal funding, largest investment in mass transit in modern history.



Intelligent Rail & Transit

**The Province of Ontario** committed >\$70B for transport. investments  
Strong investment programs **UK** and **Germany**



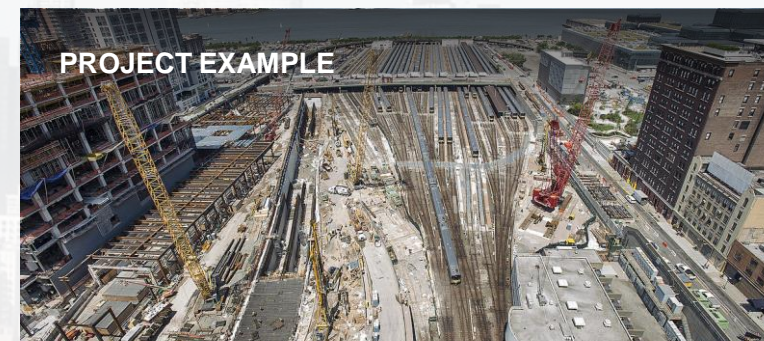
Intelligent Rail & Transit



Connected Highways



New Mobility & Transportation Hubs



PROJECT EXAMPLE

Leveraging Arcadis' global rail expertise for most urgent infra project in US: The Gateway Hudson Tunnel, serving 800.000 passengers daily

Solution Client

Connected Highways Gateway Development Commission | US

## Global Business Areas: **Intelligence**

# Maximizing value for clients via comprehensive digital products and solutions

### Market developments driving wins

Need for efficient **opex management** of assets accelerates

**Digitization of infrastructure** marks a transformative shift in client demand



Digital Transportation Technologies



Smart Asset & Building Analytics



Intelligent Operations

**SUBSCRIPTION WIN**

**CurblQ**

**Curbside management solution to help reduce congestion, inform policy decisions and improve the parking experience**

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Solution	<b>CurblQ</b>
Client	<b>Cities of West Hollywood and Kirkland   US</b>

**SUBSCRIPTION WIN**

**Optimize Infrastructure Ontario's capital asset management decision making processes through our EDA software**

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Solution	<b>Enterprise Decision Analytics</b>
Client	<b>Ontario Ministry of Transportation   Canada</b>

# Large investment programs drive project wins and improve long term visibility

Infrastructure Investment & Jobs Act

**Arcadis contract value<sup>1)</sup>**  
**€180M**

Ontario

**Arcadis contract value**  
**€31M**

AMP8

**Arcadis contract value**  
**€38M**

- Total Arcadis Contract Value
- Order Intake Q1

**GATEWAY PROGRAM**

**Infrastructure Ontario**

**South West Water** **Thames Water**

<sup>1)</sup> Duration of above-mentioned contracts varies between projects: Gateway Program: 10 years, Infrastructure Ontario: 2 years, South West and Thames Water: 8 years



PART 2

# Financial results

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**Virginie Duperat-Vergne**  
CFO

# Growth in key markets drives improved performance

## First quarter results

Net Revenues  
+3% YoY to:

**€968M**

Organic growth<sup>1)</sup>: 4.4%

Order Intake  
+6% YoY to:

**€1,129M**

Organic growth<sup>1)</sup>: +6.0%

Book  
to Bill:

**1.17x**

(Q1'23: 1.13x)

Operating EBITA  
Margin<sup>2)</sup>:

**10.7%**

(Q1'23: 9.8%)

FCF:

**€-97M**

(Q1'23: € -108M)

Net Debt:

**€963M**

(Q1'23: € 1,072M)



- Good revenue growth in key markets US and Europe offset by 1.2 fewer working days and selective project approach Arcadis DPS and China
- Sustained momentum in margin improvement: operational leverage, cost synergies and Middle East winddown
- Free Cash Flow: in line with seasonal pattern. Improved DSO from disciplined NWC management drives YoY improvement

<sup>1)</sup> Underlying YoY growth excl. impact of FX, acquisitions, footprint reductions, winddowns or divestments

<sup>2)</sup> EBITA excluding restructuring, integration, acquisition & divestment costs

# Solid growth in key areas



## Resilience | 37% of total NR

Organic growth<sup>1)</sup>:

**8.2%**

Net Revenue

**10.8%**

Backlog

- Strong growth driven by North America and UK
- Environmental Restoration and Energy Transition drive order intake and revenue visibility for remainder of the year



## Places | 39% of total NR

Organic growth:

**-1.1%**

Net Revenue

**-4.0%**

Backlog

- Strategic refocus DPS and China offsets good growth North America and Europe
- Backlog stable over quarter, good order intake in Cont. Europe, offset by DPS
- Solid pipeline on the back of regulation and government investments



## Mobility | 22% of total NR

Organic growth:

**8.2%**

Net Revenue

**18.5%**

Backlog

- Strong revenue growth, outstanding results for the US
- Very strong backlog growth from large wins in all key markets on the back of large government investment programs



## Intelligence | 2% of total NR

Organic growth:

**7.2%**

Net Revenue

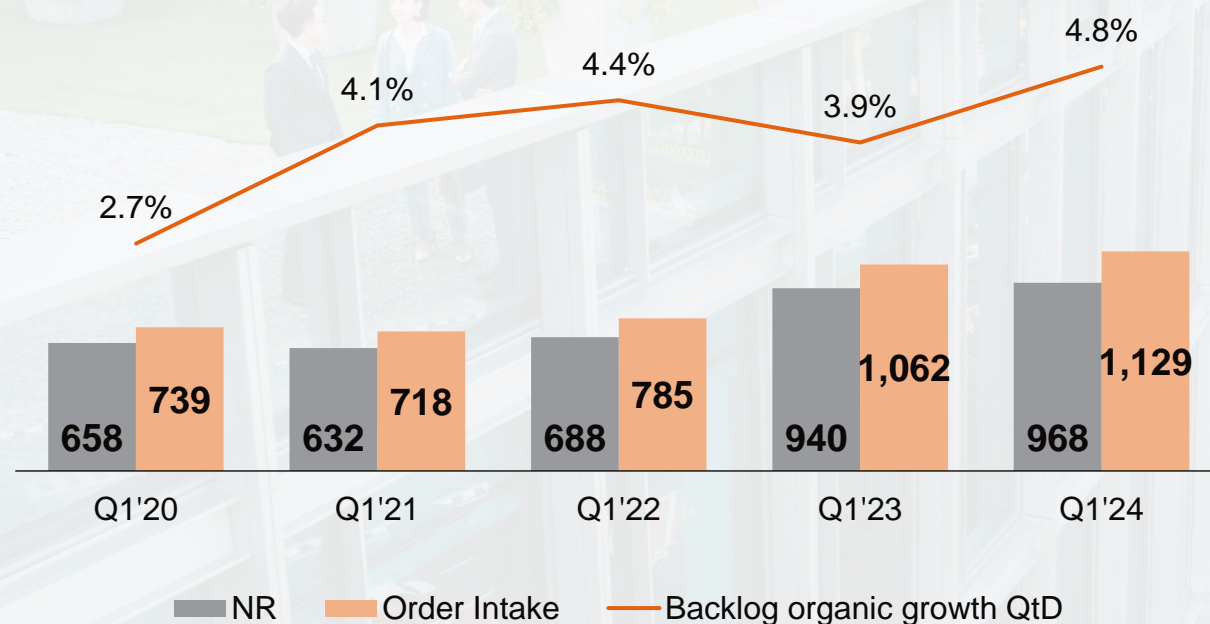
**9.4%**

Backlog

- Good growth, especially in North America
- Backlog growth from large Key Clients
- Investments made in cross GBA collaboration

# Strong organic order intake growth in the quarter

Net revenues, order intake and organic backlog growth<sup>1)</sup> QtD  
 € millions




- Strong order intake results in an organic backlog growth<sup>1)</sup> of 4.8% QtD
- Book-to-Bill in the quarter of 1.17x (LY: 1.13x)
- Ample opportunities in pipeline, driven by investments programs across key markets

<sup>1)</sup> Underlying growth excl. impact of FX, acquisitions, footprint reductions, winddowns or divestments

**PART 3**

# **Wrap up**

A semi-transparent image of two workers wearing orange high-visibility jackets and hard hats, walking away from the camera on a dirt path in a field. The background shows a line of wind turbines under a clear sky.

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**Alan Brookes**  
CEO

# Concluding remarks



## Strong start to the year

- Significant multi-year project wins
- Investment programs ramping up
- Continued margin expansion
- Increased performance visibility



## Leading market positions

- Balanced and well diversified portfolio
- Strong long-standing client relationships
- Key industry talent
- Complementary set of services enhanced by recent M&A
- Confident in project selection choices

PART 4

# Q&A



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The forward-looking statements are based upon our current expectations, plans, estimates, assumptions and beliefs that involve numerous risks and uncertainties. Assumptions relating to the foregoing involve judgments with respect to, among other things, future economic, competitive and market conditions and future business decisions, all of which are difficult or impossible to predict accurately and many of which are beyond our control. Although we believe that the expectations reflected in such forward-looking statements are based on reasonable assumptions, our actual results and performance could differ materially from those set forth in the forward-looking statements. The 2023 results as presented in this presentation are unaudited.