



# People and culture at a glance

**35,617**

2021: 29,236

**Total workforce**  
headcount as at  
31 December

**14.7%**

2021: 14.9%

**Voluntary turnover rate**  
of permanent employees  
14.9%

**+39**

2021: +30

**Employee engagement**  
employee net promoter  
score (scale -100 to +100)

**38%**

2021: 38%

**Women in total workforce** as % of  
permanent and temporary  
employees

**0.15**

2021: 0.14

**Total Recordable Case Frequency (TRCF)**  
per 200,000 work hours

**0.05**

2021: 0.05

**Lost Time Case Frequency (LTCF) 2022**  
per 200,000 work hours





# Sustainability at a glance

18.9

2021<sup>1</sup>: 16.4

**Arcadis Carbon Footprint**  
(MT CO<sub>2</sub> per FTE)

>80%

2021<sup>2</sup>: >80%

**Revenues that relate to relevant SDGs**  
as % of net revenues

0

2021: 1

**Number of identified environmental non-compliances**

64 (100%)

2021: 91 (100%)

**Investigated AGBP alleged breaches**  
assessed and, as needed, investigated

94%

2021: 94%

**Employees passing Code of Conduct training**  
as % of total employees

23

2021: 14

**Number of appointed privacy officers under the privacy policy**



<sup>1</sup> 2021 restated as of additional measuring scope 3

<sup>2</sup> 2021 restated as calculation methodology changed to Solutions based reporting



# Arcadis KPIs

## 3,019

2021: 2,565

**Net revenues** ✓  
in € millions

## 202/2.26

2021: 175/1.96

**Net Income from Operations**  
in € millions /  
**Per share** in €

## 0.74

2021: €0.70 per ordinary share plus an additional €0.60 per ordinary share

**Dividend per share**  
proposed, in €

## 9.8%

2021: 9.6%

**Operating EBITA margin** ✓  
as % of net revenues

## 10.7%

2021: 10.7%

**Net Working Capital**  
as % of gross revenues

## 63

2021: 63

**Days Sales Outstanding (DSO)**

## 54%

2021: 64.7%

**Return on Net Working Capital**

## 1.6

2021: 0.8

**Net debt to EBITDA ratio**  
(average)

## 173

2021: 234

**Free cash flow**  
in € millions





# Global business areas

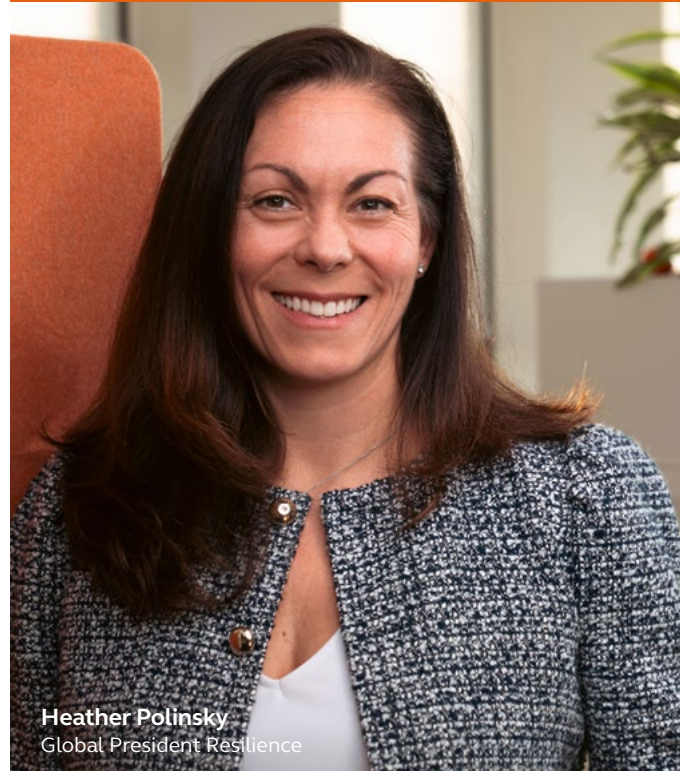
## Resilience



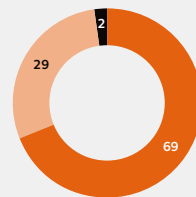
We work to protect our natural environment and water resources, while powering our world for future generations. With climate change, biodiversity loss, water scarcity and the need for equitable and just access to energy and resources presenting some of today's greatest challenges, our Resilience business area is focused on partnering with our clients for holistic solutions.

### Resilience Solutions

- **Climate resilience:** Ensuring our communities continue to thrive in the face of climate uncertainty by providing services in water management, flood protection, urban heat and water, ports and wildfires;
- **Energy transition:** Reducing global warming by transitioning towards low-carbon and renewable sources of energy across utilities, urban areas and future entrants, considering energy transmission, distribution and storage;
- **Water optimization:** Supporting public and private clients to manage water resources in a sustainable way so it's 'fit for future', offering a full breadth of services throughout the entire water cycle;
- **Environmental restoration:** Restoring the environment with specialized expertise in global portfolio execution and emerging contaminants (e.g. PFAS), using our cutting-edge science & technology at all stages – from site characterization and cleanup to closure and redevelopment;
- **Sustainable operations:** Ensuring safe, reliable, compliant and sustainable operations, supported by data driven insights and digital tools to manage operational risks, enable business continuity and meet social and environmental needs for future generations;
- **Enviro-socio permitting:** Providing a license to operate by ensuring that capital projects and the use of resources are protective of the environment, and focus on embedding and upscaling equity in alignment with societal needs;
- **Sustainability advisory:** Enabling sustainability ambitions by front end environmental, social, and governance advisory services for strategy, operations, products, reporting and supply chain.



Heather Polinsky  
Global President Resilience



### Geographical in %

- Americas
- EMEA
- APAC

Net Revenues 2022  
Full Year pro forma\* in %

10,694

Total headcount

1,239

2021: 1,041

Total net revenue  
in millions of euros

41%

2021: 41%

Total revenue  
as % of total Arcadis

\* Geographical split including full year of acquired companies



## Market Dynamics and client opportunities

- Increased shift towards a low-carbon, green and equitable economy. The acceleration and unpredictability of weather events and the latest IPCC reports have signaled a global climate emergency.
- Sharp increase in clients demand for renewables or low carbon energy, making climate adaptation a priority, and rethinking infrastructure and global supply chains.
- Key drivers of the Environmental services market remain: energy transition, sustainability, emerging contaminants, and climate change.

The impacts of these trends have also put a focus on a just and equitable transition, as highlighted at COP27. Societal pressure brings topics of affordability and social equity to the top of the agenda in many of the markets we are active in. This is a key area of focus for Arcadis as we strive to improve quality of life in the communities we operate. With so much change, the use of data to aid credible decision making and drive actions has also fueled the need for greater digitalization, signaling the need to act faster.

The Resilience GBA is well placed to address the opportunities we see. Since our launch in 2021, key actions have been taken including identifying, launching and growing solutions. We have focused investments in embedding sustainability, driving innovation and scaling the best of what we do across our geographies.

- Recruitment and retention have been a key focus to ensure we are delivering on our growth ambitions and client commitments. Over 2,300 Arcadians have been hired in Resilience over the 12-month period.

- We continue investing in areas where we have a unique advantage as ‘proven pioneers’:
  - Energy transition in Europe, the United Kingdom and the U.S.
  - Leveraging PFAS expertise from 1,000 sites across the globe, with significant engagement in the U.S. and Europe, and growth in Brazil, Canada and Australia.
  - Focusing on climate adaptation and the growing market for nature-based solutions and biodiversity in Europe, especially the United Kingdom, Netherlands, Australia and the U.S.
  - Growing our global Sustainability Advisory (over 200 experts) and Energy Transition (over 360 experts) practices to accelerate our clients’ ambitions.
  - Expanding our technical expertise and asset knowledge to support clients with strategic front-end advice through our Advisory, including Digital Advisory, Business Transformation and Sustainability Advisory, with over 600 experts across the globe.
  - Growing our portfolio and capabilities through strategic acquisitions in water and energy transition. Arcadis acquired a 70% stake in Water Platform Company, parent company for HydroNET, an intelligent digital platform that provides real time data to manage water systems through periods of drought, heavy rainfall and other extreme events. Plus Giftge Consult, a leading consulting company, strengthening our Energy Transition position with key German transport infrastructure, hydrogen and energy transmission system operators.

## Resilience financial results (41% of net revenues)

in € millions Period ended 31 December 2022	2022	Full year 2021	Change
Net revenues	1,239	1,041	19.0%
Organic growth % <sup>1</sup>	10.3%		
Operating EBITA	134	113	18.4%
Operating EBITA margin (%)	10.8%	10.9%	
Order intake (millions)	1,304	1,087	20.0%
Backlog net revenues (millions)	895	768	16.5%
Backlog organic growth (yoy) <sup>1</sup>	7.6%		

<sup>1</sup> Underlying growth excluding the impact of currency movements, acquisitions or footprint reductions, such as the Middle East, winddowns or divestments

Market conditions continue to be strong, especially in North America and Europe with the energy transition, demand for sustainable solutions and climate adaptation high on the agenda. Water clients shift their focus from capital investment to operational efficiencies, increasing the attractiveness of our digital product offering. Environmental restoration services including PFAS are in high demand, particularly as the regulatory environment expands to more sectors.

Various key clients are increasingly looking for strategic sustainability advisory in combination with engineering solutions, Arcadis Sustainability Advisory addresses this demand and grew to over 200 FTE since it was founded in 2021. Furthermore, the ageing energy asset base in Europe and the transition to renewables is generating opportunities for our teams to demonstrate the full range of capabilities, from decommissioning to the planning and consent of new developments.



We invested in growth areas such as digital water optimization solutions and energy transition through the acquisitions of HydroNET, a provider of digital water solutions and Giftge Consulting, a leading player in the German energy transition market.

Furthermore, Arcadis invested in its nature-based and biodiversity solutions, expanding its already leading global position in this high growth market. The operating EBITA margin was strong at 10.8%, in line with 2021, driven by North America and Europe.





# Redevelopment of natural gas plants and infrastructure for renewable energy storage

eCATS application, Netherlands



“Grid modernization and expansion is key in meeting the Netherlands’ future green energy ambitions. But we also need to reduce wastage and optimize how we use our existing infrastructure to keep up with current needs.”

Frank Goossensen | Sales Director Resilience



## 70%

of otherwise wasted renewable energy retained for future use

### How we are different

We have developed an innovative system using compressed air to store surplus renewable energy in redundant natural gas plants and infrastructure.

### Impact

Useful, clean energy can be reclaimed when it would otherwise be wasted, and legacy fossil fuel production sites are finding a new purpose and becoming a valuable part of the journey to net-zero.

## The Challenge

Natural gas production fields onshore in The Netherlands are in decline and, over the course of the next decade, will reach the end of their field life. Instead, more sustainable renewable energy sources like wind and solar power are fulfilling a growing proportion of the country’s total energy needs. However, during the day when energy requirements are often at their highest there can be an imbalance between supply and demand, causing grid congestion that could result in a loss of supply. Meanwhile, because the gas fields will soon stop production, their locations and related infrastructure are becoming redundant. This leaves us with a question: is there an opportunity to create a more independent renewable energy system by using the redundant gas infrastructure?

## The Solution

Arcadis has created a Compressed Air Transport and Storage System, known as eCATS. It uses redundant natural gas infrastructure to store renewable energy in cases of grid congestion - which occurs when transmission facilities do not have sufficient capacity to deliver the energy required - and restore this energy when needed. Compressing surplus renewable energy into air and storing it in out-of-use natural gas pipelines not only reduces grid congestion but means that this energy can be released later via Expanders. This compressed air energy solution has a wide range of applications. Alongside the main characteristic of eCATS being to support energy transition and grid stabilization, this solution can also be used to support district heating or the provision of cold air for ambient conditioning or cooling. In this way, the degree of utilization can be increased by up to 95%.

## The Impact

eCATS solves the problem of wasted surplus renewable energy, while maintaining the value of natural gas infrastructure; benefiting multiple parties, and solving multiple problems. Useful, clean energy can be reclaimed when it would otherwise be wasted, and the legacy sites of fossil fuel production are finding a new purpose and becoming a valuable part of the journey to reduce our reliance on climate-harming energy production.

Arcadis and Emmett Green own the eCATS solution and are exploring this innovative concept with Siemens Energy as the preferred engineer and supplier of an eCATS-facility in the province of Drenthe. This will have a 60MWh capacity, which would far outstrip The Netherlands’ current largest of 25MWh. By storing this energy, the country can continue to increase the proportion of power it uses from renewable sources.



# Global business areas

## Places



Mark Cowlard  
Global President Places

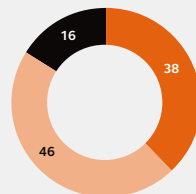
Our ambition is to create smart, sustainable and safe places for owners, users, communities and visitors – improving those places in which we live, work, play and learn, and the places that help us move. We'll meet this ambition by leveraging our core service expertise and delivering innovative future-facing solutions and products, designed to consider the whole life of the asset.

### Places Solutions

Our Places Global Business Area serves the needs of both public and private clients, across a multitude of sectors and industries, supporting those who own, invest in, occupy or use assets. This includes residential properties, retail and experience centers, offices, schools, hospitals and justice facilities, as well as industrial assets like manufacturing facilities, R&D centers, data centers, distribution depots, and transportation hubs. We offer expertise in design and engineering, project and program management, technical advisory, as well as cost and commercial management services, underpinned by our digital capabilities and global scale.

In addition to our core services, we have far-reaching solutions to help tackle clients' most pressing and complex problems. These include:

- Net Zero Facilities & Sustainable Communities: Helping organizations, asset owners and communities to reach their net zero goals.
- Industry 4.0 – Facilities of the Future: Unlocking and connecting the potential of big data, people and skills, sustainability, services and systems to drive efficiency and support better and results quicker.
- Future Workplace: Translating how changing work habits, sustainability objectives and the drive for greater space and cost efficiencies will affect the needs of your workplace.
- Lifecycle Think: Using data to inform clients how to invest to achieve the best cost, environmental and social impacts for the future across the whole asset lifecycle.
- PlaceTech: A suite of digital tools that create and leverage data to provide greater control and visibility of our buildings and spaces.



### Geographical in %

- Americas
- EMEA
- APAC

Net Revenues 2022  
Full Year pro forma\* in %

# 12,232

Total headcount

# 1,017

2021: 879

Total net revenue  
in millions of euros

# 34%

2021: 34%

Total revenue  
as % of total Arcadis

\* Geographical split including full year of acquired companies





## Market dynamics and client opportunities

- Growth in **Industrial Manufacturing** as clients look for high-speed turnaround for project delivery with integrated service offerings. Increased demand for automotive gigafactories for electric vehicles, specialist semiconductor manufacturing facilities, life sciences (pharmaceutical) facilities, and data centres. Government-backed initiatives such as the CHIPS and Sciences Act in the US and European Chips Act both signal continued investment in semiconductor research, development and manufacturing. Meeting these opportunities in resilient markets has informed Arcadis' M&A activity, most notably the acquisition of DPS Group.
- **Government and Public Agencies** show continued growth, notably in Healthcare. Initiatives such as the UK's New Hospitals Programme, with a commitment to build 40 new hospitals by 2030, is representative of continued investment to address aging infrastructure. Investment is echoed in other countries, such as Australia, where Arcadis is delivering a cost management office through its digital 'Cost Clarity' platform to a major state building authority. The acquisition of IBI Group – coupled with the expertise of CRTKL through Arcadis' Architecture and Urbanism division – brings new capabilities and scale to support clients in this sector.
- **Property and Investment** continues to show effects from the pandemic, with significant changes in how – and how often – people use residential and corporate real estate. Inflationary pressures, scarcity of materials and skills in the construction industry (as illustrated in the Arcadis International Construction Costs report) continue to impact cost and spending decisions. As investors look to maximize returns, solutions such as PlaceTech – alongside Arcadis' core services such as Cost & Commercial Management and Project & Program Management – can help inform decision making and deliver a return on investment.

- Supporting emission-free mobility, we continue to make significant contributions in the development of gigafactories. A salient example is our work with a high-end EV manufacturer, developing their first EV plant by providing design and project assurance. This brings our GBA model to life with experts coming together in collaboration from North America, the Netherlands and UK to provide a seamless experience for the client. This ability and agility, connecting our people with each other and with clients, wherever they're located, is a key strength for us as we move forwards. We're seeing growth also in Europe, with our team now fully engaged with a client in Sweden, and we have recently been successful in securing an agreement with ACC to deliver a new gigafactory facility in Kaiserslautern, Germany.

Financial pressures are not the only concern for clients, with environmental pressures also informing decision making and investments. The need to better manage embodied and operational carbon from built assets to meet net zero commitments and ESG goals has increased demand for sustainability advisory, and design and engineering solutions. Arcadis' Net Zero Facilities and Sustainable Communities solution has been implemented across the public and private sector to support this trend – through both new developments and retrofit projects.

## Places financial results (34% of net revenues)

in € millions Period ended 31 December 2022	2022	Full year 2021	Change
Net revenues	1,017	879	15.7%
Organic growth % <sup>1</sup>	4.2%		
Operating EBITA	93	74	25.9%
Operating EBITA margin (%)	9.1%	8.4%	
Order intake (millions)	1,003	992	1.1%
Backlog net revenues (millions)	1,573	942	67.0%
Backlog organic growth (yoy) <sup>1</sup>	0.0%		

<sup>1</sup> Underlying growth excluding the impact of currency movements, acquisitions or footprint reductions, such as the Middle East, winddowns or divestments

Places has undergone significant strategic repositioning during 2022. The strategic objective to increase exposure to high growth markets combined with addressing the strong demand from clients for integrated offering led to the complementary acquisitions of IBI Group and DPS Group. Increased focus on core profitable activities and scalable geographies resulted in the divestment of operations in mostly Southeast Asia. China was impacted by the property freeze causing delay in projects, increasing further our selectivity on bids and new orders. Furthermore, the Architecture & Urbanism Business Unit was set up into Places, bringing together former IBI Group and CallisonRTKL architects under the same roof.



Revenue growth was driven from good demand for sustainable and intelligent buildings, including the development of datacenters and gigafactories for electric vehicle battery production. Order intake and growth from European and US clients, particularly from investments in industrial manufacturing facilities was strong. This was offset by delayed investment decisions from several Property & Investment sector clients in Asia, validating our decision to strategically reposition the portfolio.

The operating EBITA margin improved to 9.1%, as operating performance improved year-on-year and as the Places GBA started to really benefit in Q4 from the geographic repositioning, partly driven by our decision to exit countries that were performing below Places GBA level.

The total backlog of the Places increased by 67% year-on-year to €1,573 million, representing 50% of Arcadis' total backlog and inclusive of €308 million backlog from IBI Group and €460 million backlog from DPS Group. IBI Group and DPS Group showed very strong order intake over 2022, and the Places organic backlog growth pro forma of IBI Group and DPS Group grew by 10.9%.



# Manufacturing the EV charging infrastructure needed to support the energy transition in the United States

Wallbox, Texas



“EVs will soon be a fixture of everyday life, and creating the facilities to help accelerate adoption and implementation all around the world will be crucial when it comes to addressing concerns around long-term carbon emissions.”

Mark Cowlard | President, Places GBA



## 250,000

EV chargers produced in 2022

### How we are different

Arcadis utilized global expertise to execute this project speed-to-market and with sustainability deeply embedded in the design-build.

### Impact

By opening a manufacturing facility in the U.S., Wallbox will be able to sustainably supply a significant portion of the charging units needed to support the country's charging infrastructure.

## The Challenge

Widespread electric vehicle (EV) adoption in the United States will play a key role in improving air quality and achieving net zero emissions by 2050. While EV sales have steadily increased in the past few years, the U.S. currently lacks the charging infrastructure needed to support the transition. The country is expected to require 1.7 million EV charging stations by 2030, though there are just 47,000 available today. Wallbox, a global electric vehicle charging and energy management provider, partnered with Arcadis to build its first U.S.-based charger manufacturing facility in Arlington, Texas to help close this gap.

## The Solution

To meet the needs of the U.S.'s growing EV market, design and construction for the facility began as quickly as possible, with construction split into two phases. The Arcadis team worked closely with procurement experts to plan for equipment and materials with long lead times and with local authorities to obtain permits without delay. The team utilized Open Space to make the project more accessible to team members from other locations, which allowed for quicker decision making, and phase one was completed ahead of schedule, allowing Wallbox to begin manufacturing EV charger units earlier than expected. The team also took several measures to minimize the facility's carbon footprint where possible, such as retrofitting an existing facility, using highly recyclable content and energy efficiency LED lighting, specialized ventilation and filtration controls for improved indoor air quality, and more.

## The Impact

The completed manufacturing facility is now on track to produce 250,000 charging units by the end of its first few months, with the expectation that it will create over 500,000 units each year, as well as 250 green jobs in Arlington, by 2025. Wallbox's UL chargers are compatible with all electric vehicles, making them widely available for EV drivers across the U.S. While the United States' climate goals can feel abstract, Wallbox is helping create the charging infrastructure needed to make the electric vehicle transition a reality.



# Global business areas

## Mobility



Climate change, urbanization and digitization trends are requiring today's mobility projects and systems to address an evolving set of demands from the world's growing population. We design connected, sustainable solutions that integrate existing infrastructure with new technologies, and optimize the mobility of people and goods.

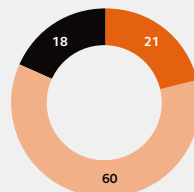
### Mobility Solutions

Our Mobility business area serves the needs of transport owners, operators and contractors. We offer Design and Engineering, Project and Program Management, Asset and Mobility Management, Cost and Commercial Management and Mobility Advisory Services.

In addition to our core services, our mobility solutions help us partner with our clients to design thriving and connected cities and communities around the world. These include:

- **New Mobility:** We partner with our clients across the world to deliver solutions that help make sustainable, efficient, integrated and human-centric mobility ecosystems possible.
- **Connected Highways:** We rethink how infrastructure is built and future demand is met. Our teams harness digital advances to create sustainable, data-led and connected highway solutions.

- **Intelligent Rail and Transit:** Delivering cost-effective, sustainable and safe mobility and logistics solutions throughout the life cycle of rail and urban transport assets
- **Resilient Ports:** Partnering with some of the largest port owner and operators around the world, our teams provide digitally enabled, practical solutions in port technology, transport logistics, energy transition and decarbonization.
- **Integrated Airports:** We work with the world's leading airports and global airport operators to deliver sustainable solutions for airports, multi-modal hubs, aerotropolis developments, passenger terminal transformations, and post-pandemic recovery.



### Geographical in %

- Americas
- EMEA
- APAC

Net Revenues 2022  
Full Year pro forma\* in %

# 7,582

Total headcount

# 743

2021: 645

Total net revenue  
in millions of euros

# 25%

2021: 25%

Total revenue  
as % of total Arcadis

**Greg Steele**  
Global President Mobility

\* Geographical split including full year of acquired companies



## Market dynamics and client opportunities

Mobility infrastructure remains an essential investment for countries to help stimulate their economies, progress the sustainability agenda and drive social equity. This ESG focus has provided growth for Arcadis, where we've seen Governments significantly increase their investment in public transport, maintenance of infrastructure and sustainable mobility solutions, such as Electric Vehicles. This has been most notable in the US, driven by the Biden Administration's Infrastructure Law, and Arcadis is working with our US State Government clients to deliver many large infrastructure projects.

- Asset Management of ageing infrastructure continues to be a growing agenda for developed countries and design and build remains a large part of our business.
- Rail, as we've seen in previous years is the transport mode of choice for developed countries, particularly as a solution for clean and accessible transport.
- For our highways clients around the world, safety and social equity is a key driver.
- Some Governments struggled to deliver throughout 2022 due to supply chain issues, as a result they're looking for new procurement models to assist with this ongoing challenge.
- The International Maritime Organization (IMO) has made significant revisions to the GHG strategy for the shipping industry. With strong expertise in port development, energy transition, and climate change, Arcadis will be key to supporting the global GHG ambition for the shipping industry.
- New Mobility is a fast growing and increasingly sought-after capability as Governments around the world implement vehicle emissions targets and electric vehicle policies.

## Mobility financial results (25% of net revenues)

in € millions			
Period ended 31 December 2022	2022	Full year 2021	Change
Net revenues	743	645	15.1%
Organic growth % <sup>1</sup>	12.9%		
Operating EBITA	72	65	10.9%
Operating EBITA margin (%)	9.7%	10.1%	
Order intake (millions)	751	665	12.9%
Backlog net revenues (millions)	538	493	9.1%
Backlog organic growth (yoy) <sup>1</sup>	5.4%		

<sup>1</sup> Underlying growth excluding the impact of currency movements, acquisitions or footprint reductions, such as the Middle East, winddowns or divestments

Market conditions remain strong in the mobility and infrastructure sector, with ongoing programs and stimulus packages continuing to drive a solid demand. Decarbonization and climate change remain a high priority. Committed funding in the US, ageing infrastructure in Australia and UK investments in rail and road upgrades has led to significant order intake on large projects.

Integrated Airports expected to fuel a series of opportunities mainly in North America, but also a number of greenfield opportunities in Europe.

The operating EBITA margin decrease versus last year was driven by increased investments in digital solutions and talent attraction and development.

At the end of the year, the backlog in the Mobility GBA amounted to €538 million, representing 17% of Arcadis' total backlog. IBI Group's backlog of €41 million was included. We see further rail opportunities in Canada where we can now take a combined offering to clients, including station design and program management.





# Helping transform the JFK International Airport into a world-class global transportation hub

## John F. Kennedy Terminal 8 expansion



“We are so pleased with the results of the Terminal 8 expansion project. Airports like JFK, which hosts so many global travelers, will serve as multimodal hubs for urban centers of the future, and Arcadis is proud to have worked on JFK with this vision in mind.”

Nick Hutchinson | Global Airport Solutions Director

# 62 million

number of passengers accommodated annually

### How we are different

Arcadis is dedicated to solutions that interconnect the world from city to city and from airport to downtown, focusing on bringing airports and other transportation centers into a more optimized future.

### Impact

This world-class airport redevelopment brings economic benefits to the region and creates ongoing jobs for locals. Once completed JFK will provide a passenger experience worthy of its location.



## The Challenge

John F. Kennedy International Airport (JFK) is one of the busiest airports in the USA. It's an indispensable part of global travel and the region's economy. The airport handles nearly 62 million passengers a year and supports 280,000 jobs. The completion of the JFK Terminal 8 expansion marks the beginning of the JFK "Vision Plan" to transform it into a leading global airport, accommodating dramatic expected growth. The Vision Plan will be completed through a staged approach and provides a strategic framework for the Port Authority and its partners to completely redevelop, modify and expand existing facilities and infrastructure.

## The Solution

During the JFK Terminal 8 project, Arcadis was embedded with the Port Authority of New York New Jersey's (PANYNJ) Construction Management Division, providing program and construction management expertise across a wide range of disciplines, and project oversight of the redevelopment and refurbishment work being performed across the terminal. Operational enhancements included five new widebody gates, four new widebody parking positions, and an expanded and upgraded baggage handling system that will support additional transatlantic flights. The terminal has also been expanded with approximately 130,000 square feet of additional and refurbished space. The \$400 million expansion and modernization will allow British Airways to move from its long-time home in Terminal 7 and co-locate with American Airlines in Terminal 8.

## The Impact

The transformed JFK will provide an outstanding world-class passenger experience in-line with its famous location. The airport will boast optimized land and airspace use, expanded economic opportunities for the Borough of Queens and the region, and continued economic development through job creation, and environmental stewardship of local wildlife and preservation of recreation.





# Global business areas

## Intelligence

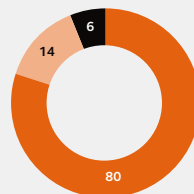


The Intelligence GBA was created in late 2022 to advance our digital value propositions and signals a transformational step in the development of new digital services, products, and solutions at Arcadis. The new GBA combines Arcadis Gen – a unit created in 2020, combining the software and software as a service (SaaS) businesses of the company – and IBI's Intelligence business.

### Intelligence solutions

The new GBA, led by Kevin Bebenek, focuses on providing clients, including Transport for London (TfL), Yorkshire Water in the UK and Mackinac Bridge Authority in Michigan, US with innovative, technology-enabled solutions and enhanced SaaS products. This includes traffic and tolling management systems, enterprise asset management and asset investment planning, that can then be deployed across the Arcadis network, allowing for faster adoption and growth opportunities. In creating the Intelligence GBA, we will significantly enhance our development capabilities, more than doubling our number of software developers, and bring proven products to market faster.

The Intelligence GBA will also act as a growth enabler for the other GBAs - Resilience, Places and Mobility - and provides meaningful opportunities for efficiencies and enhanced client delivery. It will also have the ability to respond to emerging client and market needs with new products and advisory skills.



### Geographical in %

■ Americas  
■ EMEA  
■ APAC

Net Revenues 2022  
Full Year pro forma\* in %

# 924

Total headcount

# 21

Total net revenue  
in millions of euros  
created last quarter 2022

\* Geographical split including full year of acquired companies



**Kevin Bebenek**  
Global President Intelligence



## Market Dynamics and client opportunities

In 2021, society generated 2.5 quintillion bytes of data every day, and the reliance on technology and data continues to grow exponentially. Our client's appetite to innovate and digitalize their solutions to improve the customer experience shows no signs of slowing. Clients, including TfL and the City of Toronto, want to respond to operational issues quickly, and efficiently optimise their assets. Their customers want a meaningful user experience and real time information at their fingertips, anytime and anywhere.

Moving to SaaS solutions and products and then promoting and selling them across Resilience, Places and Mobility GBAs, will allow us to expand the number of clients we engage with in those markets. In the US alone there are some 50,000 water companies, we estimate that c.10,000 of those could benefit from our products and solutions over time.

As market and customer demands for digital solutions, advanced analytics and SaaS grow, our Intelligence GBA will be a clear differentiator. It will be the cornerstone of our ability to accelerate growth, expand margins and increase revenue. With new talent and scalable software solutions, particularly in water management and mobility, such as tolling, traffic management and traveller information, we have the ability and expertise to meet the ever-changing needs of our clients and grow our business.

## Intelligence financial results (1% of net revenues)

in € millions Period ended 31 December 2022	2022 1 quarter
Net revenues	21
Organic growth % <sup>1</sup>	
Operating EBITA	2
Operating EBITA margin (%)	9.1%
Order intake (millions)	31
Backlog net revenues (millions)	113

<sup>1</sup> Underlying growth excluding the impact of currency movements, acquisitions or footprint reductions, such as the Middle East, windowns or divestments

The performance of the Intelligence GBA in the fourth quarter is slightly dilutive to Arcadis group, reflecting the combined organisation before cost optimization has been created.

Backlog and order intake were strong with continued good order intake in tolling solutions and several wins in major cities for our smart city platform. The Group was also awarded a key contract by a US transportation client to upgrade their asset management systems. The total backlog is €113 million as of year-end, representing 4% of total Arcadis backlog. The strong Q4 order intake at €31 million reflects the opportunity this newly created GBA provides.



## Application of technology to modernize toll infrastructure

International & Blue Water Bridges Toll System, Ontario-Michigan border



“With the growing need and demand for the modernization of transportation infrastructure in the US and across the globe, our toll system offers a turnkey solution to fund construction, operations and maintenance.”

Kevin Bebenek | President, Intelligence GBA

# \$6.5 - \$7m

projected savings over the next 10 years

### How we are different

Application of technology to enable the efficient operation of a critical trade corridor between the United States and Canada.

### Impact

Improved traffic flow with fewer delays during international cross-border travel, along with increased reliability and enhanced functionality for users.



## The Challenge

The International and Blue Water bridges connect critical roadways linking Canada and the United States. Previous toll systems had not been upgraded for 10 years and, with up to 250,000 crossings every month, increasing international traffic and ongoing operational and maintenance needs were starting to have an impact. Residents, businesses travelers, haulers, and visitors on both sides of the border were often subject to delays and it was becoming increasingly clear that improvements needed to be made to help ease traffic flow.

## The Solution

Arcadis IBI Group was contracted by the Michigan Department of Transportation (MDOT), the International Bridge Administration and the Federal Bridge Corporation Limited for the modernization of the existing toll system infrastructure of the two bridges. Working as part of a bi-national project team of US-Canadian stakeholders, Arcadis IBI acted as lead contractor to deliver its integrated toll system product, with services including system design, development, installation, testing, implementation, and project management. Operating on both sides of the border, Arcadis IBI's toll system offers an enhanced transaction management and analytics platform, including trend analysis, performance monitoring, live monitoring and management of assets, transaction and revenue reconciliation, and auditing.

## The Impact

Arcadis IBI's integrated toll system product offers an auditable and seamless solution for back and front-end operations, and can accommodate multiple currencies. Automated Radio Frequency Identification (RFID) tag reading has replaced the old card-based system, with greater interoperability and standardized web access allowing citizens to create accounts with multiple bridge agencies. New web portals were designed for increased reliability and functionality, improving customer experience by enabling people to manage their accounts more effectively, including via mobile apps. The toll system is being used successfully on both sides of the Blue Water Bridge, as well as on the US side of the International Bridge. Together, the application of this technology at all three locations has enabled total savings of 36 percent on upfront costs, with projected savings of \$6.5 - \$7 million over the next decade.