Summary

A summary of transactions with related parties (excluding Key Management Personnel) in the financial year is disclosed in the table below:

	Transactions with associates		Transactions with joint arrangements		Transactions with post-employee benefit plans		Other	
In € millions	2024	2023	2024	2023	2024	2023	2024	2023
Sales (to)	15	14	208	260	-	-	4	1
Purchase (from)	1	0	0	1	-	-	(0)	0
Loans (to)	0	-	-	-	-	-	-	-
Receivables (from)	1	3	7	9	-	-	1	0
Payables (to)	0	0	0	0	0	-	0	-
Impairment of loans (to)	-	-	-	-	-	-	-	-
Dividends received (from)	3	4	-	0	-	-	-	-
Provision for bad debts related to outstanding balances	-	-	0	-	-	-	-	-
Related expenses to these bad or doubtful debts	-	-	(0)	-	-	-	-	-
Provision for outstanding loan balances	-	-	-	-	-	-	-	-
Transfer of pension premiums and cost changes	-	-	-	-	1	2	-	-
Contributions	-	-	-	-	5	5	-	0

34 Events after the balance sheet date

A subsequent event is a favorable or unfavorable event, that occurs between the reporting date and the date that the financial statements are authorized for issue. Events after the reporting date that provide evidence of conditions that existed at the reporting date are adjusted within the financial statements. Events that are indicative of a condition that arose after the reporting date of a material size or nature are disclosed below.

There are no material subsequent events, that would have changed the judgment and analysis by management of the financial condition of the Company at 31 December 2024, or the result for 2024.

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Company Balance sheet

as at 31 December - before allocation of profit

In € millions	Note	2024	2023
Assets			
Non-current assets			
Intangible assets and goodwill	39	1	2
Property, plant and equipment	40	1	1
Right-of-use assets	41	1	2
Investment in subsidiaries	42	2,616	2,292
Loans issued to subsidiaries and other investments	43	391	342
Deferred tax assets	47	4	1
Total Non-current assets		**3,014**	**2,639**
Current assets			
Derivatives		15	7
Receivables	44	131	191
Corporate income tax receivable		2	-
Cash and cash equivalents		57	22
Total Current assets		**205**	**220**
Total Assets		**3,219**	**2,859**

In € millions	Note	2024	2023
Equity & liabilities			
Shareholders' equity			
Share capital		2	2
Share premium		372	372
Hedging reserve		(1)	(1)
Translation reserve		(69)	(117)
Other legal reserves		10	10
Retained earnings		676	637
Undistributed profits		243	160
Total Shareholders' equity	**25,45**	**1,233**	**1,063**
Provisions	46	12	9
Deferred tax liabilities	47	-	-
Non-current liabilities			
Long-term debt	48	934	1,059
Lease liabilities	41	0	1
Long-term derivatives		1	2
Total Non-current liabilities		**935**	**1,062**
Current liabilities			
Current portion of provisions	46	1	1
Derivatives		11	8
Bank overdrafts		2	0
Short-term borrowings	48	81	-
Current portion of lease liabilities	41	1	1
Current portion of long-term debt	48	32	-
Corporate income tax payable		0	2
Current liabilities	49	911	713
Total Current liabilities		**1,039**	**725**
Total Liabilities		**1,986**	**1,796**
Total Equity and liabilities		**3,219**	**2,859**

The notes on pages 304 to 317 are an integral part of these Company financial statements

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Company Income statement

for the year ended 31 December

In € millions	Note	2024	2023
Corporate charges to subsidiaries	36	59	147
Total Corporate Income		**59**	**147**
Personnel costs	54	(25)	(94)
Other operational costs	37	(19)	(28)
Depreciation and amortization	39,40,41	(1)	(1)
Total Operational costs		**(45)**	**(122)**
Operating income/ (expense)		**14**	**25**
Finance income		32	35
Finance expenses		(103)	(83)
Fair value change of derivatives		14	(6)
Net finance expense	**38**	**(57)**	**(53)**
Profit before income tax		**(43)**	**(29)**
Income taxes		7	2
Net income subsidiaries		281	187
Result for the period		**245**	**160**

35 General

In the Company financial statements, Arcadis N.V. or the Company is referring to Arcadis N.V. as a standalone legal entity.

Unless stated otherwise, all amounts are rounded in millions of euros. The Company financial statements have been prepared in accordance with Part 9, Book 2 of the Dutch Civil Code. In accordance with sub 8 of article 362, Book 2 of the Dutch Civil Code, the Company financial statements are prepared based on the accounting principles of recognition as applied in the Consolidated financial statements. Foreign currency amounts have been translated, assets and liabilities have been valued, and net income has been determined, in accordance with the principles of valuation and determination of income presented in note 2 of the Consolidated financial statements. These principles also include the classification and presentation of financial instruments, being equity instruments or financial liabilities.

In the Company financial statements, subsidiaries of Arcadis N.V. are accounted for using the equity method. To achieve optimal transparency between the Consolidated financial statements and the Company financial statements name conventions are aligned.

The Company financial statements were authorized for issue by the Executive Board and Supervisory Board on 12 February 2025.

36 Corporate charges to subsidiaries

Corporate charges to subsidiaries include royalty fees. It includes 'true-ups' for the previous year, which have been calculated and settled in 2024 following the final 2023 results. The decrease in the Corporate charges are due to the split of holding activities between Arcadis Global B.V. and Arcadis N.V. effective 1 July 2023. The headquarter support service fees and license fees have been charged by Arcadis Global B.V. since 1 July 2023.

37 Other operational costs

In € millions	2024	2023
Occupancy	0	1
Travel	1	4
Office related	0	0
Computer related	2	5
Audit and consultancy services	12	13
Insurances	1	2
Marketing and advertising	4	3
Charitable donations	0	0
Intercompany charges	1	0
Other	(2)	0
Total Other operational costs	**19**	**28**

The intercompany charges decreased as a result of the split the holding activities between Arcadis Global B.V. and Arcadis N.V. in 2023 that resulted in significant lower recharges from operating companies directly to the company.

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38 Net finance expense

The net finance expense includes income and expenses relating to external loans and bonds, intercompany loans and leases. Foreign exchange differences on financial liabilities and interest on leases are part of the finance expenses.

In € millions	2024	2023
Interest income from loans to subsidiaries	19	28
Other finance income	13	7
Finance income	**32**	**35**
Interest expense on external loans and borrowings	(42)	(44)
Interest expense on loans from subsidiaries	(5)	(5)
Interest expense on external leases	(0)	(0)
Other external interest expense	(43)	(36)
Foreign exchange differences	(13)	2
Finance expense	**(103)**	**(83)**
Fair value change of derivatives	14	(6)
Total	**(57)**	**(53)**

39 Intangible assets

In € millions	Software
Cost	14
Accumulated amortization	(13)
At 1 January 2023	**1**
Additions	1
Amortization charges	(0)
Movement 2023	**1**
Cost	15
Accumulated amortization	(13)
At 31 December 2023	**2**
Additions	0
Amortization charges	(1)
Movement 2024	**(1)**
Cost	15
Accumulated amortization	(14)
At 31 December 2024	**1**

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40 Property, plant & equipment

In € millions	Furniture and fixtures	Computer hardware	Prepayments on fixed assets	Total
Cost	2	0	-	2
Accumulated depreciation	(1)	(0)	-	(1)
At 1 January 2023	**1**	**0**	**-**	**1**
Additions	-	-	0	0
Disposals	-	-	-	-
Depreciation charges	(0)	(0)	-	(0)
Movement 2023	**(0)**	**(0)**	**0**	**0**
Cost	2	0	0	2
Accumulated depreciation	(1)	(0)	-	(1)
At 31 December 2023	**1**	**0**	**0**	**1**
Additions	0	-	-	0
Disposals	-	-	-	-
Depreciation charges	(0)	(0)	-	(0)
Movement 2024	**0**	**(0)**	**-**	**0**
Cost	2	0	-	2
Accumulated depreciation	(1)	(0)	-	(1)
At 31 December 2024	**1**	**0**	**-**	**1**

41 Right-of-use assets and lease liabilities

Amounts recognized in the Company balance sheet

Right-of-use assets

In € millions	Leased land and buildings	Leased (IT) equipment	Leased vehicles	Total
Balance at 1 January 2023	**2**	**-**	**0**	**2**
Additions	-	-	0	0
Depreciation	(1)	-	(0)	(1)
Derecognition of fully depreciated assets	-	-	-	-
Remeasurements	0	-	(0)	0
Balance at 31 December 2023	**1**	**-**	**0**	**2**
Additions	-	-	-	-
Depreciation	(1)	-	(0)	(1)
Derecognition of fully depreciated assets	-	-	-	-
Remeasurements	-	-	-	-
Balance at 31 December 2024	**-**	**-**	**0**	**1**

Lease liabilities

In € millions	2024	2023
Balance at 1 January	**2**	**2**
Additions	0	0
Payments of lease liabilities	(1)	(1)
Remeasurements	(0)	0
Interest	0	0
Balance at 31 December	**1**	**2**
Non-current	-	1
Current	1	1
Total	**1**	**2**

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Amounts recognized in the Company income statement

In € millions	2024	2023
Depreciation	1	1
Interest expense (included in Net finance expense)	0	0
Other operational costs for short-term leases	-	-
Total	**1**	**1**

42 Investment in subsidiaries

In € millions	2024	2023
Balance at 1 January	**2,292**	**2,083**
Share in income of subsidiaries	281	187
Dividends received	(13)	(82)
Capital contributions	6	309
Capital repayments	-	(171)
Remeasurements on post-employment benefit obligations, net of income taxes	(2)	(2)
Other charges	(0)	0
Provision for negative equity of investments	3	(5)
Exchange rate differences	49	(26)
Balance at 31 December	**2,616**	**2,292**

For the remeasurements on post employee benefits obligations, see note 27.

The exchange rate differences mainly relate to the British Pound Sterling, US Dollar and Canadian Dollar rates.

43 Loans issued to subsidiaries and other investments

In € millions	2024	2023
Balance at 1 January	**342**	**460**
Loans issued to subsidiaries	75	67
Redemptions	(31)	(177)
Investments	-	-
Divestments	-	-
Others	-	-
Exchange rate differences	5	(8)
Balance at 31 December	**391**	**342**

As Arcadis N.V. applies the same valuation principles in the Company financial statements as those applied in the Consolidated financial statements, IFRS 9 is also applicable to intercompany loans and receivables. The assessment of the Expected Credit Loss did not result in a material impact on the Company financial statements. To have consistency between the Consolidated and standalone equity no loss has been recorded, which is in line with the clarification as provided by the *Raad voor de Jaarverslaggeving* (RJ) that a reversal of the Expected Credit Loss can be included in the carrying amount of the loans.

Noted is that Arcadis N.V. has control, directly or indirectly, over all the subsidiaries it granted loans and can convert these into equity if needed.

The fair value of loans to subsidiaries approximates the carrying value since they are all intercompany loans, the duration is short and all less than four years. The interest rates are determined based on the tenure of the loan with the subsidiary, including a mark-up based on transfer pricing principles.

The exchange rate differences mainly relate to loans in US Dollar, British Pound Sterling and Canadian Dollar.

44 Receivables

In € millions	2024	2023
Receivables from subsidiaries and associates	121	175
Other receivables	10	16
Balance at 31 December	**131**	**191**

The Receivables from subsidiaries and associates mainly relate to short-term financing by means of current accounts.

Arcadis applied the simplified approach under IFRS 9 to its intercompany current receivables and concluded that the Expected Credit Loss is immaterial. See note 21 of the Consolidated financial statements for further details on the simplified approach and note 43 on the treatment of the Expected Credit Loss on intercompany positions in the Company financial statements.

The Other receivables include €6.2 million of prepaid amounts, mainly related to software licenses and other prepaid IT support (2023: €7.8 million).

45 Shareholders' equity

In € millions	Share capital	Share premium	Hedging reserve	Translation reserve	Other legal reserve	Retained earnings	Undistributed profits	Total
Balance at 1 January 2024	**2**	**372**	**(1)**	**(117)**	**10**	**637**	**160**	1,063
Net income	-	-	-	-	-	-	243	243
Exchange rate differences	-	-	-	48	-	-	-	48
Effective portion of changes in fair value of cash flow hedges, net of income taxes	-	-	0	-	-	-	-	0
Remeasurements on post-employment benefit obligations, net of income taxes	-	-	-	-	-	(2)	-	(2)
Other comprehensive income, net of income taxes	**-**	**-**	**0**	**48**	**-**	**(2)**	**-**	**46**
Total comprehensive income for the period	**-**	**-**	**0**	**48**	**-**	**(2)**	**243**	**289**
Transactions with owners of the Company:								-
Acquisitions and transactions with non-controlling interests	-	-	-	-	-	-	-	-
Dividends to shareholders	-	-	-	-	-	84	(160)	(76)
Addition to (utilization of) other (statutory) reserves	-	-	-	-	-	-	-	-
Issuance of shares	-	-	-	-	-	-	-	-
Cancellation of shares	-	-	-	-	-	-	-	-
Share-based compensation, net of income taxes	-	-	-	-	-	8	-	8
Purchase of own shares	-	-	-	-	-	-	-	-
Share options exercised	-	-	-	-	-	(51)	-	(51)
Total transactions with owners of the Company	**-**	**-**	**-**	**-**	**-**	**41**	**(160)**	**(119)**
Balance at 31 December 2024	**2**	**372**	**(1)**	**(69)**	**10**	**676**	**243**	**1,233**

In € millions	Share capital	Share premium	Hedging reserve	Translation reserve	Other legal reserve	Retained earnings	Undistributed profits	Total
Balance at 1 January 2023	2	372	1	(88)	10	567	132	996
Net income	-	-	-	-	-	-	160	160
Exchange rate differences	-	-	-	(28)	-	-	-	(28)
Effective portion of changes in fair value of cash flow hedges, net of income taxes	-	-	(2)	-	-	-	-	(2)
Remeasurements on post-employment benefit obligations, net of income taxes	-	-	-	-	-	(2)	-	(2)
Other comprehensive income, net of income taxes	**-**	**-**	**(2)**	**(28)**	**-**	**(2)**	**-**	**(32)**
Total comprehensive income for the period	**-**	**-**	**(2)**	**(28)**	**-**	**(2)**	**160**	**128**
Transactions with owners of the Company:								-
Acquisitions and transactions with non-controlling interests	-	-	-	-	-	-	-	-
Dividends to shareholders	-	-	-	-	-	65	(132)	(67)
Addition to (utilization of) other (statutory) reserves	-	-	-	-	-	-	-	-
Issuance of shares	-	-	-	-	-	-	-	-
Cancellation of shares	-	-	-	-	-	-	-	-
Share-based compensation, net of income taxes	-	-	-	-	-	6	-	6
Purchase of own shares	-	-	-	-	-	-	-	-
Share options exercised	-	-	-	-	-	1	-	1
Total transactions with owners of the Company	**-**	**-**	**-**	**-**	**-**	**72**	**(132)**	**(60)**
Balance at 31 December 2023	**2**	**372**	**(1)**	**(117)**	**10**	**637**	**160**	**1,063**

All the shares have been paid up. The issued and paid-up share capital amounts to €2 million, formed by 90,442,091 ordinary shares and 600 priority shares as at 31 December 2024. All priority shares are held by Stichting Prioriteit Arcadis N.V. and total Legal reserves include the Hedging reserve, Translation reserve and Other legal reserves and are non-distributable. The other legal reserves relate to earnings retained by subsidiaries, associates and joint ventures, as well as internally developed software.

For information on shares purchased to cover the Company's option plans, see note 25 to the Consolidated financial statements.

46 Provisions

In € millions	2024	2023
Balance at 1 January	**10**	**15**
Additions	3	1
Deductions because of use	-	(2)
Release of unused amounts	-	(5)
Balance at 31 December	**13**	**10**
Non-current	12	9
Current	1	1
Total	**13**	**10**

The provisions of Arcadis N.V. at 31 December 2024 relate to a provision for negative equity of direct subsidiaries of the Company for an amount of €11.5 million (2023: €8.8 million), in accordance with article 2:403 paragraph 1 of the Dutch Civil Code. At 31 December 2024, the provision for restructuring amounts to €0.8 million (2023: €1.2 million) and other provision is less than €0.1 million (2023: €0.1 million).

47 Deferred tax assets and liabilities

In € millions	Deferred tax assets	Deferred tax liabilities	Total
Balance at 1 January 2023	**-**	**(3)**	**(3)**
Additions/ deductions	1	3	4
Changes recognized directly in equity/ OCI	-	-	-
Balance at 31 December 2023	**1**	**-**	**1**
Additions/ deductions	3	-	3
Changes recognized directly in equity/ OCI	-	-	-
Balance at 31 December 2024	**4**	**-**	**4**

48 Long-term debt

In € millions	Loans from group companies	Loan notes issued to financial institutions	Total
Balance at 1 January 2023	**269**	**879**	**1,148**
New financing	120	719	839
Redemptions	(179)	(747)	(926)
From long-term to short-term	-	-	-
Exchange rate differences	(2)	0	(2)
Balance at 31 December 2023	**208**	**851**	**1,059**
New financing	179	95	274
Redemptions	(194)	(95)	(289)
From long-term to short-term	(32)	(81)	(113)
Other	1	2	3
Exchange rate differences	-	(0)	(0)
Balance at 31 December 2024	**162**	**772**	**934**

During 2024, there were no loans repaid or newly arranged. The Company made use of the Revolving Credit Facility for €95 million, which was all repaid during the year.

€81 million of Schuldschein loans were reclassified from long-term to short-term loans during 2024; all loans outstanding on 31 December 2024 have a maturity in 2026 or beyond.

The loans notes issued to financial institutions are all due within five years.

Please refer to note 29 for more detail on the long-term debts at consolidated level.

49 Current liabilities

In € millions	2024	2023
Suppliers	3	10
Payables to group companies	868	638
Other liabilities	40	65
Balance at 31 December	**911**	**713**

The payables to group companies mainly relate to the internal cash pool. In 2023 Other liabilities included an amount of €1.7 million which relates to additional tax to be paid on behalf of certain Executive Board and Executive Leadership team members based in the UK due to a tax legislation change on timing of tax on restricted share units, which has been paid out in 2024.

The decrease of other liabilities is mainly related to lower accrued bonusses.

Refer to note 29 and 31 to the Consolidated financial statements for further information on Arcadis' lines of credit.

50 Commitments and contingent liabilities

Commitments and contingent liabilities

As parent company of the fiscal unity in the Netherlands, the Company is severally liable for the corporate income tax and value added tax liabilities of the fiscal unity. The companies that form part of the Arcadis N.V. tax group account for their tax position based on their own taxable result. The tax charge is settled with the Company based on the finalized tax return.

At the end of 2024, the Company had commitments for rent and lease obligations that are exempted from IFRS16 (short-term and/or low value leases) amounting to nil (2023: €4 million). The Company entered into a 10-year non-cancellable lease agreement for the new headquarters' office in Amsterdam, which is expected to commence in 2026, subject to the completion of the building's construction. The total estimated future lease payments under this agreement would amount to €10 million in total over a period of 10 years of the lease.

Additionally, the Company entered into long-term service commitments relating to a global IT outsourcing contract of €75 million (2023: €82 million). The 2023 amount has been adjusted to reflect additional commitments.

Guarantees & short-term facilities

The Company has pledged a limited number of guarantees for the short-term credit and guarantee facilities that are available for use to its operating companies. The total amount available under these facilities is €243 million of which €54 million is used at 31 December 2024 (2023: €196 million of which €48 million was used). In addition to this amount, the Company has corporate guarantees for an amount of €163 million available (2023: €160 million).

For an overview of all off-balance sheet guarantees provided by either Arcadis N.V. or its subsidiaries see note 32 to the Consolidated financial statements.

51 Remuneration of EB and SB members

Remuneration of Executive Board members

In 2024, an amount of €5 million (2023: €4 million) was charged to the Company for remuneration of the current and former Executive Board members, including pension charges, the LTIP expense and fringe benefits.

As reflected in the 'Remuneration report' and the table on the next page, a number of 25,092 conditional (performance) shares were granted to Executive Board members as variable remuneration (2023: 31,883).

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For an explanation of the Remuneration Policy, see the 'Remuneration Report' included in this report on pages 217 to 228.

Overview of remuneration of Executive Board members in 2024

							Conditional (performance) shares	
In € millions	Salary	Bonus	Pension compensation	LTIP expense[1]	Fringe benefits	**Total 2024**	Number	Value[2]
Alan Brookes	0.7	0.7	0.2	0.7	0.5	2.7	14,599	0.9
Virginie Duperat-Vergne	0.5	0.5	0.1	0.6	0.6	2.4	10,493	0.6
Total current Board members	**1.3**	**1.2**	**0.3**	**1.3**	**1.1**	**5.1**	**25,092**	**1.5**

[1] The LTIP expense relates to the charge to the Income statement in the year based on the plans granted in the preceding 36 months

[2] This amount is charged over a three-year period to the Company's income statement and only includes the expense for grants received in the capacity of Executive Board member

The fringe benefits of current and former board members of €1 million (2023: €0.4 million) include a representation and expense allowance, a car allowance, social security premium and health and disability insurance.

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Overview of remuneration of Executive Board members in 2023

The next table includes all remuneration that has been expensed during 2023 and which was received in the capacity of Executive Board membership.

In € millions	Salary	Bonus	Pension compensation	LTIP expense[1]	Fringe benefits	**Total 2023**	Conditional (performance) shares: Number	Conditional (performance) shares: Value[2]
Alan Brookes[3]	0.5	0.3	0.1	0.4	0.1	1.4	19,281	0.7
Virginie Duperat-Vergne	0.5	0.4	0.1	0.5	0.3	1.7	12,602	0.4
Total current Board members	**1.0**	**0.7**	**0.2**	**0.9**	**0.4**	**3.2**	**31,883**	**1.1**
Peter Oosterveer[4]	0.3	0.2	0.1	0.6	0.0	1.1	-	-
Total former Board member	**0.3**	**0.2**	**0.1**	**0.6**	**0.0**	**1.1**	**-**	**-**

[1] The LTIP expense relates to the charge to the Income statement in the year based on the plans granted in the preceding 36 months

[2] This amount is charged over a three-year period to the Company's income statement and only includes the expense for grants received in the capacity of Executive Board member

[3] Appointed as CEO and Chair of the Executive Board on 12 May 2023

[4] Retired as CEO and Chair of the Executive Board on 12 May 2023

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Remuneration of Supervisory Board members

At 31 December 2024, the Supervisory Board consisted of seven members (2023: seven). The joint fixed remuneration for 2024 amounted to €0.6 million (2023: €0.5 million), specified as follows:

In € millions	2024	2023
Michiel Lap	0.12	0.12
Michael Putnam	0.09	0.08
Deanna Goodwin	0.10	0.09
Niek Hoek[1]	-	0.03
Wee Gee Ang[1]	-	0.03
Carla Mahieu	0.07	0.07
Barbara Duganier[2]	0.09	0.06
Linda Morant[3]	0.09	0.01
Peter de Wit[3]	0.08	-

[1] Resigned from Supervisory Board on 12 May 2023
[2] Joined the Supervisory Board on 12 May 2023
[3] Joined the Supervisory Board on 13 Dec 2023

52 Interests held by members of the EB

The interests held in the share capital of Arcadis N.V. by members of the Executive Board were:

Number of shares Arcadis N.V. Current EB members	31 December 2024	31 December 2023
Alan Brookes	48,603	38,358
Virginie Duperat-Vergne	15,868	5,726

Number of conditional (performance) shares Arcadis N.V.[1] Current EB members	31 December 2024	31 December 2023
Alan Brookes	46,072	39,176
Virginie Duperat-Vergne	36,398	41,981

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In 2024, the aggregate numbers of conditional performance shares held by members of the Executive Board are as below. The board members did not hold stock options in 2024.

Conditional performance shares	Granted in	Share price at grant date (in €)	Outstanding at 1 January 2024	Granted in 2024	Increase/ (decrease) by performance measure	Vested in 2024	Forfeited in 2024	Outstanding at 31 December 2024	Vesting date[1]
Alan Brookes	2021	34.64	7,703	-	2,542	(10,245)	-	-	2024
	2022	36.92	12,192	-	-	-	-	12,192	2025
	2023	39.52	19,281	-	-	-	-	19,281	2026
	2024	60.75	-	14,599				14,599	2027
			39,176	**14,599**	**2,542**	**(10,245)**	**-**	**46,072**	
Virginie Duperat-Vergne	2021	34.64	16,076	-	5,305	(21,381)	-	-	2024
	2022	36.92	13,303	-	-	-	-	13,303	2025
	2023	39.52	12,602	-	-	-	-	12,602	2026
	2024			10,493	-	-	-	10,493	2027
			41,981	**10,493**	**5,305**	**(21,381)**	**-**	**36,398**	
Total current Board members			**81,157**	**25,092**	**7,847**	**(31,626)**	**-**	**82,470**	

[1] Vesting is on the 5th business day after the ex-dividend date

53 Shares held by members of the SB

None of the members of the Supervisory Board held Arcadis shares in 2024 and 2023.

54 Employees

At 31 December 2024, Arcadis N.V. had 15.6 full-time employees on its payroll (2023: 19). The number of employees working outside the Netherlands is zero (2023:0). For information on share-based remuneration granted to employees of Arcadis N.V., as meant by article 2:383d paragraph 1 of the Dutch Civil Code, see note 10 to the Consolidated financial statements.

Personnel costs for Arcadis N.V. consisted of the following:

In € millions	2024	2023
Salaries and wages	9	22
Social charges	1	1
Pension and early retirement charges	-	1
Other personnel costs (mainly intragroup)	15	70
Total personnel costs	**25**	**94**

Salaries and wages, and other personnel costs have decreased compared to last year, due to the transfer as of 1 July 2023 of most of the employees to Arcadis Global B.V. The other personnel costs include an amount of €0.3 million of payments in relation to the termination of employment agreements (2023: €0.1 million).

55 External independent auditor fees and services

In accordance with article 2:382a of the Dutch Civil Code the following table details the aggregate fees billed by our external independent auditor, PricewaterhouseCoopers Accountants N.V., including the foreign offices of PricewaterhouseCoopers of the last two fiscal years for various services:

Type of services provided (in € millions)	2024	2023
Audit fees	5	5
Audit-related fees	1	0
Tax fees	-	-
Other non-audit fees	-	-
Total	**6**	**5**

Audit-related fees consist of fees for services that are traditionally performed by the external independent auditor. In addition to the statutory audit of Arcadis N.V., PricewaterhouseCoopers Accountants N.V. was engaged by the Supervisory Board to perform the assurance on sustainability reporting.

Of the total fees billed, an amount of €2.5 million relates to PricewaterhouseCoopers Accountants N.V. (2023: €2.1 million) and the remainder to its foreign offices.

Amsterdam, the Netherlands, 12 February 2025

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Independent auditor's report

To: the general meeting and the supervisory board of Arcadis N.V.

Report on the audit of the financial statements 2024

Our opinion

In our opinion:

- the consolidated financial statements of Arcadis N.V. together with its subsidiaries ('the Group') give a true and fair view of the financial position of the Group as at 31 December 2024 and of its result and cash flows for the year then ended in accordance with IFRS Accounting Standards as adopted by the European Union ('EU') and with Part 9 of Book 2 of the Dutch Civil Code;
- the company financial statements of Arcadis N.V. ('the Company') give a true and fair view of the financial position of the Company as at 31 December 2024 and of its result for the year then ended in accordance with Part 9 of Book 2 of the Dutch Civil Code.

What we have audited

We have audited the accompanying financial statements 2024 of Arcadis N.V., Amsterdam. The financial statements comprise the consolidated financial statements of the Group and the company financial statements.

The consolidated financial statements comprise:

- the consolidated balance sheet as at 31 December 2024;
- the following statements for 2024: the consolidated income statement, the consolidated statements of comprehensive income, changes in equity, cash flow; and
- the notes to the financial statements, including material accounting policy information and other explanatory information.

The company financial statements comprise:

- the company balance sheet as at 31 December 2024;
- the company income statement for the year then ended; and
- the notes, comprising a summary of the accounting policies applied and other explanatory information.

The financial reporting framework applied in the preparation of the financial statements is IFRS Accounting Standards as adopted by the EU and the relevant provisions of Part 9 of Book 2 of the Dutch Civil Code for the consolidated financial statements and Part 9 of Book 2 of the Dutch Civil Code for the company financial statements.

The basis for our opinion

We conducted our audit in accordance with Dutch law, including the Dutch Standards on Auditing. We have further described our responsibilities under those standards in the section 'Our responsibilities for the audit of the financial statements' of our report.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Independence

We are independent of Arcadis N.V. in accordance with the European Union Regulation on specific requirements regarding statutory audit of public-interest entities, the 'Wet toezicht accountantsorganisaties' (Wta, Audit firms supervision act), the 'Verordening inzake de onafhankelijkheid van accountants bij assuranceopdrachten' (ViO, Code of Ethics for Professional Accountants, a regulation with respect to independence) and other relevant independence regulations in the Netherlands. Furthermore, we have complied with the 'Verordening gedrags- en beroepsregels accountants' (VGBA, Dutch Code of Ethics).

Our audit approach

We designed our audit procedures with respect to the key audit matter, fraud and going concern, and the matters resulting from that, in the context of our audit of the financial statements as a whole and in forming our opinion thereon. The information in support of our opinion, such as our findings and observations related to the individual key audit matter, the audit approach fraud risk and the audit approach going concern was addressed in this context, and we do not provide separate opinions or conclusions on these matters.

Overview and context

Arcadis N.V. is a design and consultancy firm for natural and built assets. The Group is comprised of several components and therefore we considered our group audit scope and approach as set out in the section 'The scope of our group audit'.

As part of designing our audit, we determined materiality and assessed the risks of material misstatement in the financial statements. In particular, we considered where the executive board made important judgements, for example, in respect of significant accounting estimates that involved making assumptions and considering future events that are inherently uncertain. In these considerations, we paid attention to, amongst others, the assumptions underlying the physical and transition risk related to climate change.

Arcadis N.V. assessed the possible effects of climate change and its plans to meet the net zero commitments. We discussed Arcadis N.V.'s assessment and governance thereof with the executive board and evaluated the potential impact on the financial position including underlying assumptions and estimates. The expected effects of climate change are not considered a key audit matter.

We ensured that the audit teams at both group and component level included the appropriate skills and competences which are needed for the audit of a global client in the design & consultancy industry. We therefore included experts and specialists in the areas of, amongst others, IT, share-based payments, income tax, valuations, sustainability, forensics and pensions in our team.

The outline of our audit approach was as follows:

Materiality

- Overall materiality: €19 million.

Audit scope

- We conducted audit work on eight components and performed specified procedures on one component. In addition, we also performed audit of specific account balances for four components.
- Site visits were conducted for Arcadis UK, DPS Ireland and (virtual) meetings were held with all the components in scope of our audit.
- We performed procedures over the consolidation, financial statements and more complex areas such as the valuation of goodwill, taxation and share-based payments.
- Audit coverage: 76% of consolidated gross revenue, 85% of consolidated total assets and 71% of consolidated profit before tax.

Key audit matter

- Project revenue recognition and valuation of contract assets.

Materiality

The scope of our audit was influenced by the application of materiality, which is further explained in the section 'Our responsibilities for the audit of the financial statements'.

Based on our professional judgement we determined certain quantitative thresholds for materiality, including the overall materiality for the financial statements as a whole as set out in the table below. These, together with qualitative considerations, helped us to determine the nature, timing and extent of our audit procedures on the individual financial statement line items and disclosures and to evaluate the effect of identified misstatements, both individually and in aggregate, on the financial statements as a whole and on our opinion.

Overall group materiality	€19 million (2023: €18 million).
Basis for determining materiality	We used our professional judgement to determine overall materiality. As a basis for our judgement, we used 0.5% of net revenue.
Rationale for benchmark applied	We used net revenue as the primary benchmark as revenue is a generally accepted auditing practice, based on our analysis of the common information needs of the users of the financial statements. We believe that net revenue is an important metric for the financial performance of the Company.
Component materiality	Based on our judgement, we allocate materiality to each component in our audit scope that is less than our overall group materiality. The range of materiality allocated across components was between €3.5 million and €14 million.

We also take misstatements and/or possible misstatements into account that, in our judgement, are material for qualitative reasons.

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We agreed with the supervisory board that we would report to them any misstatement identified during our audit above €950,000 (2023: €900,000) as well as misstatements below that amount that, in our view, warranted reporting for qualitative reasons.

The scope of our group audit

Arcadis N.V. is the parent company of a group of entities. The financial information of this group is included in the consolidated financial statements of Arcadis N.V.

We are responsible for the identification and assessment of the risks of material misstatement of the financial statements of the group, including those with respect to the consolidation process. Based on our risk assessment, we tailored the scope of our audit to ensure that we, in aggregate, performed sufficient work on the financial statements to enable us to provide an opinion on the financial statements as a whole.

In setting the scope of our group audit we determined what audit work needed to be performed at group level or component level and whether involvement of component auditors was necessary.

Based on this outcome, we subjected eight components to audits of their complete financial information (Arcadis UK, Arcadis US, IBI US, IBI Canada, DPS US, DPS Ireland, Arcadis Netherlands and Arcadis Australia). Additionally, we selected one component for specified procedures and four components for audit of specific account balances to achieve appropriate coverage on financial line items in the consolidated financial statements.

In total, in performing these procedures, we achieved the following coverage on the financial line items:

Revenue	76%
Total Assets	85%
Profit before tax	71%

None of the remaining components represented more than 5% of total group revenue and 2% of total group assets. For those remaining components we performed, amongst others, analytical procedures to corroborate our assessment that there were no significant risks of material misstatements within those components.

The group engagement team performed the audit work on the financial information of the Company. For the components we used component auditors who are familiar with the local laws and regulations to perform the audit work.

Where component auditors performed the work, we determined the nature, timing and extent of direction and supervision of the component auditors and review of their work. Consequently we, amongst others:

- Issued group audit instructions to component auditors to set expectations for the component auditor's work and facilitate our direction and supervision of the component auditor and review of their work. These instructions included, amongst others, our risk analysis, materiality and the scope of the work.
- We explained to the component audit teams the structure of the Group, the main developments that were relevant for the component auditors, the risks identified, the materiality levels to be applied and our global audit approach.
- Participated in discussions with component auditors as part of planning the engagement, including when we as the group auditor assigned tasks or procedures such as the performance of risk assessment procedures or determining the nature, timing and extent of audit responses to identified and assessed risks of material misstatement to component auditors.
- Communicated with component auditors throughout the course of the group audit, in order to monitor the progress and evaluate the adequacy of their work.
- The group engagement team met with all component teams and in most cases with a representation of local management virtually or in person. Site visits to component teams occur on a rotational basis. During the current year, the group audit team visited the Arcadis UK and DPS Ireland components where we met with local management and discussed, amongst others, the performance of these components.
- Reviewed relevant parts of the component auditor's work including the component auditor's communication of matters relevant to our conclusion with regard to the Group audit. Our review of the component auditor's work took place throughout the engagement. This included on-site visits for Arcadis UK and DPS Ireland and virtual reviews for the other components in scope.
- Reviewed written communications prepared by the component auditor for management of the component, that were, based on our judgment, relevant to the group audit.
- We attended key client meetings, such as the closing meeting between the component auditor and component management for all the components.

The group engagement team performed the audit work on the group consolidation, financial statement disclosures and a number of more complex items at the head office. These included the valuation of goodwill, share-based payments, Dutch tax positions and taxes impacting the group as a whole.

By performing the procedures outlined above at the components, combined with additional procedures exercised at group level, we have been able to obtain sufficient and appropriate audit evidence on the Group's financial information, to provide a basis for our opinion on the financial statements.

Audit approach fraud risks

We identified and assessed the risks of material misstatements of the financial statements due to fraud. During our audit we obtained an understanding of Arcadis N.V. and its environment and the components of the internal control system. This included the executive board's risk assessment process, the executive board's process for responding to the risks of fraud and monitoring the internal control system and how the supervisory board exercised oversight, as well as the outcomes.

We evaluated the design and relevant aspects of the internal control system with respect to the risks of material misstatements due to fraud and in particular the fraud risk assessment, as well as the code of conduct, whistleblower procedures, incident registration and investigation protocols. We discussed the fraud risk assessment with Arcadis' risk management and compliance officer. We evaluated the design and the implementation and, where considered appropriate, tested the operating effectiveness of internal controls designed to mitigate fraud risks.

We asked members of the executive board and executive leadership team as well as the internal audit department, legal affairs, compliance department, human resources, regional directors and the supervisory board whether they are aware of any actual or suspected fraud. This did not result in signals of actual or suspected fraud that may lead to a material misstatement.

As part of our process of identifying and assessing fraud risks, we evaluated, in close co-operation with our forensic specialists, fraud risk factors with respect to financial reporting fraud, misappropriation of assets and bribery and corruption. We evaluated whether these factors indicate that a risk of material misstatement due to fraud is present.

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We identified the following fraud risks and performed the following specific procedures:

Identified fraud risks	Our audit work and observations
Risk of management override of controls	To the extent relevant to our audit, we evaluated the design of the internal control environment that reduces the risk of breach of internal control. We paid specific attention to user access management in the IT system and performed compensating procedures when necessary.
Management is in a unique position to perpetrate fraud because of management's ability to manipulate accounting records and prepare fraudulent financial statements by overriding controls that otherwise appear to be operating effectively.	We selected journal entries based on risk criteria and performed audit procedures to validate these entries.
We paid attention to the risk of management override of controls, including risks of potential misstatements due to fraud, based on an analysis of potential interests of management, including the incentive to meet certain targets.	We also performed specific audit procedures regarding important estimates of management, including the cost to complete for revenue contracts as described in the key audit matter below. In performing our audit procedures in respect of significant estimates, we paid specific attention to the inherent risk of bias from management. Refer to the section 'Key Audit Matters' in this report for more information on how we addressed this risk.
Considering this analysis, we paid specific attention to the estimate of the cost to complete for revenue contracts.	Our audit procedures did not lead to specific indications of fraud or suspicions of fraud with respect to management override of controls.
Risk of fraud in revenue recognition	Where relevant to our audit, we assessed the design of the internal control measures related to revenue reporting and in the processes for generating and processing journal entries related to the revenue.
As part of our risk assessment and based on a presumption that there are risks of fraud in revenue recognition, we evaluated which types of revenue transactions or assertions give rise to the risk of fraud in revenue recognition.	We used a primarily substantive testing-based approach with respect to the cost to complete. Reference is made to the Key Audit Matter 'Project revenue recognition and valuation of contract assets' for the audit procedures we performed.
Arcadis enters into contracts that are considered complex from a revenue recognition perspective. We focused on those contracts that include a fixed price element. The nature of those contracts requires management to estimate the cost to complete, which impacts the revenue recognised.	Our audit procedures did not lead to specific indications of fraud or suspicions of fraud with respect to revenue recognition.
Estimates are inherently uncertain and might be subject to management bias. There might be incentives for management to use estimates in order to satisfy stakeholders, to reach KPIs outlined in compensation plans and/ or to meet debt covenants.	

We incorporated elements of unpredictability in our audit. We reviewed lawyer's letters and correspondence with regulators. During the audit, we remained alert to indications of fraud. Furthermore, we considered the outcome of our other audit procedures and evaluated whether any findings were indicative of fraud or non-compliance with laws and regulations.

Audit approach going concern

As disclosed in section 'Going concern' in note 2 in the financial statements, the executive board performed their assessment of the entity's ability to continue as a going concern for at least 12 months from the date of preparation of the financial statements and has not identified events or conditions that may cast significant doubt on the entity's ability to continue as a going concern (hereafter: going concern risks).

Our procedures to evaluate the executive board's going concern assessment included, amongst others:

- considering whether the executive board's going concern assessment included all relevant information of which we were aware as a result of our audit and inquiring with the executive board regarding the executive board's most important assumptions underlying its going concern assessment;
- evaluating the executive board's current budget including cash flows for at least 12 months from the date of preparation of the financial statements taken into account all relevant information of which we were aware as a result of our audit;
- assessing the financing obtained and the related classification as long-term as well as compliance with relevant covenants;
- analysing the financial position per balance sheet date;
- performing inquiries of executive and supervisory board as to its knowledge of going-concern risks beyond the period of the executive board's assessment.

Based on our procedures performed, we concluded that the executive board's use of the going-concern basis of accounting is appropriate, and based on the audit evidence obtained, that no material uncertainty exists related to events or conditions that may cast significant doubt on the entity's ability to continue as a going concern.

Key audit matters

Key audit matters are those matters that, in our professional judgement, were of most significance in the audit of the financial statements. We have communicated the key audit matter to the executive and supervisory board. The key audit matter is not a comprehensive reflection of all matters identified by our audit and that we discussed. In this section, we described the key audit matter and included a summary of the audit procedures we performed on that matter. The number of key audit matters decreased compared to the prior year. The key audit matter 'Accounting for the acquisition of the IBI and DPS Groups' is no longer applicable as such transactions did not occur in the current year. The headroom between the carrying amount and the recoverable amount of goodwill has increased significantly, resulting in a decreased risk of goodwill impairment. Consequently, 'Valuation of goodwill' is no longer considered a key audit matter.

Key audit matter	Our audit work and observations
Project revenue recognition and valuation of contract assets *Refer to notes 7, 21 and 22 of the financial statements.* We consider this a key audit matter since project revenue recognition and the valuation of contract assets are significant to the financial statements based on materiality and because of the degree of management judgement involved. Management applies judgement to determine the cost to complete for contracts, which is the basis for revenue recognition and contract asset valuation, as well as for assessing provisions for onerous contracts.	We have assessed the design and implementation of controls related to project revenue recognition. We performed substantive audit procedures on individually significant projects as well as high-risk projects. In addition, we sampled the remaining population to ensure sufficient coverage over all projects. These substantive procedures focused on the key assumptions applied by the Group to determine the cost to complete. The procedures included discussing with project managers regarding the progress of projects, challenging the estimates used and through performing substantive procedures. This included reconciling budgets and changes to budgets to supporting evidence such as contract modifications and obtaining supportive evidence to support applied hourly rates and expected hours to complete the project. In these audit procedures, we addressed whether judgements made with respect to the key assumptions gave rise to indicators of possible management bias. We assessed the adequacy of the disclosures relating to revenue recognition, in accordance with the requirements of IFRS 15. Our procedures did not result in material findings with respect to revenue recognition and the related disclosures.

Report on the other information included in the annual integrated report

The annual integrated report contains other information. This includes all information in the annual integrated report in addition to the financial statements and our auditor's report thereon.

Based on the procedures performed as set out below, we conclude that the other information:

- is consistent with the financial statements and does not contain material misstatements; and
- contains all the information regarding the executive board' report and the other information that is required by Part 9 of Book 2 and regarding the remuneration report required by the sections 2:135b and 2:145 subsection 2 of the Dutch Civil Code.

We have read the other information. Based on our knowledge and the understanding obtained in our audit of the financial statements or otherwise, we have considered whether the other information contains material misstatements.

By performing our procedures, we comply with the requirements of Part 9 of Book 2 and section 2:135b subsection 7 of the Dutch Civil Code and the Dutch Standard 720. The scope of such procedures was substantially less than the scope of those procedures performed in our audit of the financial statements.

The executive board is responsible for the preparation of the other information, including the executive board report and the other information in accordance with Part 9 of Book 2 of the Dutch Civil Code. The executive board and the supervisory board are responsible for ensuring that the remuneration report is drawn up and published in accordance with sections 2:135b and 2:145 subsection 2 of the Dutch Civil Code.

Report on other legal and regulatory requirements and ESEF

Our appointment

We were appointed as auditors of Arcadis N.V. on 13 May 2015 by the supervisory board. This followed the passing of a resolution by the shareholders at the annual general meeting held on 13 May 2015. Our appointment has been renewed annually by shareholders and now represents a total period of uninterrupted engagement of ten years.

European Single Electronic Format (ESEF)

Arcadis N.V. has prepared the annual integrated report in ESEF. The requirements for this are set out in the Delegated Regulation (EU) 2019/815 with regard to regulatory technical standards on the specification of a single electronic reporting format (hereinafter: the RTS on ESEF).

In our opinion, the annual integrated report prepared in XHTML format, including the marked-up consolidated financial statements, as included in the reporting package by Arcadis N.V., complies in all material respects with the RTS on ESEF.

The executive board is responsible for preparing the annual integrated report, including the financial statements in accordance with the RTS on ESEF, whereby the executive board combines the various components into a single reporting package.

Our responsibility is to obtain reasonable assurance for our opinion whether the annual integrated report in this reporting package complies with the RTS on ESEF.

We performed our examination in accordance with Dutch law, including Dutch Standard 3950N 'Assuranceopdrachten inzake het voldoen aan de criteria voor het opstellen van een digitaal verantwoordingsdocument' (assurance engagements relating to compliance with criteria for digital reporting).

Our examination included amongst others:

- Obtaining an understanding of the entity's financial reporting process, including the preparation of the reporting package.

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- Identifying and assessing the risks that the annual integrated report does not comply in all material respects with the RTS on ESEF and designing and performing further assurance procedures responsive to those risks to provide a basis for our opinion, including:
  - obtaining the reporting package and performing validations to determine whether the reporting package containing the Inline XBRL instance document and the XBRL extension taxonomy files have been prepared in accordance with the technical specifications as included in the RTS on ESEF;
  - examining the information related to the consolidated financial statements in the reporting package to determine whether all required mark-ups have been applied and whether these are in accordance with the RTS on ESEF.

No prohibited non-audit services

To the best of our knowledge and belief, we have not provided prohibited non-audit services as referred to in article 5(1) of the European Regulation on specific requirements regarding statutory audit of public- interest entities.

Services rendered

The services, in addition to the audit, that we have provided to the Company or its controlled entities, for the period to which our statutory audit relates, are disclosed in note 55 to the financial statements.

Responsibilities for the financial statements and the audit

Responsibilities of the executive board and the supervisory board for the financial statements

The executive board is responsible for:

- the preparation and fair presentation of the financial statements in accordance with IFRS Accounting Standards as adopted by the EU and Part 9 of Book 2 of the Dutch Civil Code; and for
- such internal control as the executive board determines is necessary to enable the preparation of the financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the executive board is responsible for assessing the Company's ability to continue as a going concern. Based on the financial reporting frameworks mentioned, the executive board should prepare the financial statements using the going-concern basis of accounting unless the executive board either intends to liquidate the Company or to cease operations or has no realistic alternative but to do so. The executive board should disclose in the financial statements any event and circumstances that may cast significant doubt on the Company's ability to continue as a going concern.

The supervisory board is responsible for overseeing the Company's financial reporting process.

Our responsibilities for the audit of the financial statements

Our responsibility is to plan and perform an audit engagement in a manner that allows us to obtain sufficient and appropriate audit evidence to provide a basis for our opinion. Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error and to issue an auditor's report that includes our opinion. Reasonable assurance is a high but not absolute level of assurance, and is not a guarantee that an audit conducted in accordance with the Dutch Standards on Auditing will always detect a material misstatement when it exists. Misstatements may arise due to fraud or error. They are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial statements.

Materiality affects the nature, timing and extent of our audit procedures and the evaluation of the effect of identified misstatements on our opinion.

A more detailed description of our responsibilities is set out in the appendix to our report.

Amsterdam, 12 February 2025
PricewaterhouseCoopers Accountants N.V.

Original signed by J. van Meijel RA

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Appendix to our auditor's report on the financial statements 2024 of Arcadis N.V.

In addition to what is included in our auditor's report, we have further set out in this appendix our responsibilities for the audit of the financial statements and explained what an audit involves.

The auditor's responsibilities for the audit of the financial statements

We have exercised professional judgement and have maintained professional scepticism throughout the audit in accordance with Dutch Standards on Auditing, ethical requirements and independence requirements. Our audit consisted, amongst other things of the following:

- Identifying and assessing the risks of material misstatement of the financial statements, whether due to fraud or error, designing and performing audit procedures responsive to those risks, and obtaining audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the intentional override of internal control.
- Obtaining an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Company's internal control.
- Evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the executive board.
- Concluding on the appropriateness of the executive board's use of the going-concern basis of accounting, and based on the audit evidence obtained, concluding whether a material uncertainty exists related to events and/or conditions that may cast significant doubt on the Company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report and are made in the context of our opinion on the financial statements as a whole. However, future events or conditions may cause the Company to cease to continue as a going concern.
- Evaluating the overall presentation, structure and content of the financial statements, including the disclosures, and evaluating whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We are responsible for planning and performing the group audit to obtain sufficient appropriate audit evidence regarding the financial information of the entities or business units within the group as a basis for forming an opinion on the financial statements. We are also responsible for the direction, supervision and review of the audit work performed for purposes of the group audit. We remain solely responsible for our audit opinion.

We communicate with the supervisory board regarding, amongst other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit. In this respect, we also issue an additional report to the audit committee in accordance with article 11 of the EU Regulation on specific requirements regarding statutory audit of public-interest entities. The information included in this additional report is consistent with our audit opinion in this auditor's report.

We provide the supervisory board with a statement that we have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, related actions taken to eliminate threats or safeguards applied.

From the matters communicated with the supervisory board, we determine those matters that were of most significance in the audit of the financial statements of the current period and are therefore the key audit matters. We describe these matters in our auditor's report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, we determine that a matter should not be communicated in our report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

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Limited assurance report of the independent auditor on the consolidated sustainability statement

To: the executive and supervisory boards of Arcadis N.V.

Our limited assurance conclusion

Based on the procedures we have performed and the assurance evidence we have obtained, nothing has come to our attention that causes us to believe that the consolidated sustainability statement of Arcadis N.V. and its subsidiaries ('the Group') for 2024 is not, in all material respects,

- prepared in accordance with the European Sustainability Reporting Standards (ESRS) as adopted by the European Commission and in accordance with the process to identify the information to be reported carried out by the Group to identify the information reported pursuant to the ESRS; and
- compliant with the reporting requirements provided for in Article 8 of Regulation (EU) 2020/852 (Taxonomy Regulation).

The subject matter of our limited assurance procedures

We have conducted a limited assurance engagement on the consolidated sustainability statement 2024 of Arcadis N.V., Amsterdam, included in section 'Sustainability statement' of the Executive Board report including the information incorporated in the consolidated sustainability statement by reference, as disclosed in section 'Incorporation by reference' (hereafter: the consolidated sustainability statement).

In the consolidated sustainability statement, references are made to external sources or websites. The information on these external sources or websites is not subject to our limited assurance procedures for the consolidated sustainability statement. We therefore do not provide assurance on this information.

The basis for our conclusion

We conducted our limited assurance engagement in accordance with Dutch law, including the Dutch Standard 3810N 'Assuranceopdrachten inzake duurzaamheidsverslaggeving' (assurance engagements relating to sustainability reporting), which is a Dutch Standard that is based on the International Standard on Assurance Engagements (ISAE) 3000 'Assurance engagements other than audits or reviews of historical financial information'. Our responsibilities under this standard are further described in the section 'Our responsibilities for the limited assurance engagement on the consolidated sustainability statement' of our report. We believe that the assurance evidence we have obtained is sufficient and appropriate to provide a basis for our conclusion.

Our independence and quality management

We are independent of the Group in accordance with the 'Verordening inzake de onafhankelijkheid van accountants bij assuranceopdrachten' (ViO, Code of ethics for professional accountants, a regulation with respect to independence) and other relevant independence regulations in the Netherlands. Furthermore, we have complied with the 'Verordening gedrags- en beroepsregels accountants' (VGBA, Dutch Code of ethics for professional accountants).

PwC applies the applicable quality management requirements pursuant to the 'Nadere voorschriften kwaliteitsmanagement' (NVKM – Regulations for quality management) and the International Standard on Quality Management (ISQM), and accordingly maintains a comprehensive system of quality management including documented policies and procedures regarding compliance with ethical requirements, professional standards and other relevant legal and regulatory requirements.

Emphasis of matter

Emphasis on the double materiality assessment process

We draw attention to section 'Double Materiality Analysis' of the consolidated sustainability statement. The disclosure in this section explains possible future changes in the ongoing due diligence and double materiality assessment process, including engagement with affected stakeholders. Due diligence is an on-going practice that responds to and may trigger changes in the Group's strategy, business model, activities, business relationships, operating, sourcing and selling contexts relevant for stakeholders as a group. The double materiality assessment process may also be impacted in time by sector-specific standards to be adopted. The consolidated sustainability statement may therefore not include every impact, risk and opportunity or additional entity-specific disclosure that each individual stakeholder may consider important in its own assessment.

Our conclusion is not modified in respect of this matter.

Corresponding information not subject to assurance procedures

The corresponding information in the consolidated sustainability statement and thereto related disclosures with respect to previous years have not been subjected to reasonable or limited assurance procedures.

Inherent limitations in preparing the consolidated sustainability statement

In reporting forward-looking information in accordance with the ESRS, the executive board of the Group is required to prepare the forward-looking information based on disclosed assumptions about events that may occur in the future and possible future actions by the Group. The actual outcome is likely to be different since anticipated events frequently do not occur as expected. Forward-looking information relates to events and actions that have not yet occurred and may never occur. We do not provide assurance on the achievability of this forward-looking information.

The comparability of sustainability information between entities and over time may be affected by the lack of historical sustainability information in accordance with the ESRS and by the absence of a uniform practice on which to draw, to evaluate and measure this information. This allows for the application of different, but acceptable, measurement techniques, especially in the initial years.

Calculations to determine information as included in the consolidated sustainability statement could be based on assumptions and sources from third parties that include information about, among others, value chain and information collected from actors in the value chain, when appropriate. The assumptions and sources used are explained in section 'Glossary non-financial indicators' of the consolidated sustainability statement. We have not performed procedures on the content of these assumptions and these external sources, other than evaluating the suitability and plausibility of these assumptions and sources from third parties used.

Responsibilities for the consolidated sustainability statement and the review thereon

Responsibilities of the executive board and the supervisory board for the consolidated sustainability statement

The executive board of the Group is responsible for the preparation of the consolidated sustainability statement in accordance with ESRS, including the development and implementation of the double materiality process, which is a process to identify the information reported in the consolidated sustainability statement in accordance with the ESRS and for disclosing this process in the consolidated sustainability statement.

This responsibility includes:

- understanding the context in which Group's activities and business relationships take place and developing an understanding of its affected stakeholders;
- the identification of the actual and potential impacts (both negative and positive) related to sustainability matters, as well as risks and opportunities that affect, or could reasonably be expected to affect, the Group's financial position, financial performance, cash flows, access to finance or cost of capital over the short-, medium-, or long-term;
- the assessment of the materiality of the identified impacts, risks and opportunities related to sustainability matters by selecting and applying appropriate thresholds; and
- making assumptions and estimates that are reasonable in the circumstances.

The executive board is also responsible for preparing the disclosures in compliance with the reporting requirements provided in Article 8 of EU Regulation 2020/852 (the "Taxonomy Regulation").

Furthermore, the executive board is responsible for such internal control as the executive board determines is necessary to enable the preparation of the consolidated sustainability statement that is free from material misstatement, whether due to fraud or error.

The supervisory board is responsible for overseeing the Group's sustainability reporting process including the double materiality process carried out by the Group.

Our responsibilities for the limited assurance engagement on the consolidated sustainability statement

Our responsibility is to plan and perform the limited assurance engagement in a manner that allows us to obtain sufficient appropriate assurance evidence to provide a basis for our conclusion.

Our objectives are to obtain a limited level of assurance, as appropriate, about whether the consolidated sustainability statement is free from material misstatements, and to issue a limited assurance conclusion in our report. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence decisions of users taken on the basis of the consolidated sustainability statement.

The procedures vary in nature and timing from, and are less in extent than for, a reasonable assurance engagement. The level of assurance obtained in a limited assurance engagement is therefore substantially less than the assurance obtained in a reasonable assurance engagement.

Our other responsibilities in respect of the limited assurance engagement on the consolidated sustainability statement include:

- Performing risk assessment procedures, including obtaining an understanding of internal control relevant to the engagement, to identify where material misstatements are likely to arise, whether due to fraud or error; and
- Designing and performing procedures responsive to where material misstatements are likely to arise in the consolidated sustainability statement. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

Procedures performed

We have exercised professional judgement and have maintained professional scepticism throughout the assurance engagement, in accordance with the Dutch Standard 3810N, ethical requirements and independence requirements. Our procedures included, amongst others, the following:

- Performing inquiries and an analysis of the external environment and obtaining an understanding of relevant sustainability themes and issues, the characteristics of the Group, its activities and the value chain and its key intangible resources to assess the process to identify the information to be reported carried out by the Group as the basis for the consolidated sustainability statement and disclosure of all material sustainability-related impacts, risks and opportunities in accordance with ESRS.
- Obtaining through inquiries a general understanding of the internal control environment, the Group's processes for gathering and reporting entity-related and value chain information, the information systems and the Group's risk assessment process relevant to the preparation of the consolidated sustainability statement and for identifying the Group's activities, determining eligible and aligned activities and prepare the disclosures provided for in the Taxonomy Regulation, without testing the operating effectiveness of controls.

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- Assessing the double materiality process carried out by the Group and identifying and assessing areas of the consolidated sustainability statement, including the disclosures provided for in the Taxonomy Regulation where misleading or unbalanced information or material misstatements, whether due to fraud or error, are likely to arise. We designed and performed further assurance procedures aimed at determining that the consolidated sustainability statement is free from material misstatements responsive to this risk analysis.
- Considering whether the description of the process to identify the information to be reported in the consolidated sustainability statement made by the executive board appears consistent with the process carried out by the Group.
- Evaluated the methods, assumptions and data for developing estimates and forward-looking information. Assessing whether the Group's methods for developing estimates are appropriate and have been consistently applied for selected disclosures. Our procedures did not include testing the data on which the estimates are based or separately developing our own estimates against which to evaluate the Group's estimates.
- Analysing, on a limited sample basis, relevant internal and external documentation at the level of the Group (including other entities or value chain from which the information may stem) for selected disclosures.
- Reading the other information in the Annual Integrated Report to identify material inconsistencies, if any, with the consolidated sustainability statement.
- Considering whether the disclosures provided to address the reporting requirements provided for in the Taxonomy Regulation for each of the environmental objectives, reconcile with the underlying records of the Group and are consistent or coherent with the consolidated sustainability statement, appear reasonable, in particular whether the eligible economic activities meet the cumulative conditions to qualify as aligned and whether the technical criteria are met, and whether the accompanying key performance indicators disclosures have been
  defined and calculated in accordance with the Taxonomy reference framework, and comply with the reporting requirements provided for in the Taxonomy Regulation, including the format in which the activities are presented.
- Reconciling the relevant financial information to the financial statements.
- Considering the overall presentation, structure and the balanced content of the consolidated sustainability statement, including the reporting requirements provided for in the Taxonomy Regulation.
- Considering, based on our limited assurance procedures and evaluation of the assurance evidence obtained, whether the consolidated sustainability statement as a whole, including the sustainability matters and disclosures, is clearly and adequately disclosed in accordance with ESRS.

We communicate with the supervisory board regarding, among other matters, the planned scope and timing of the limited assurance engagement and significant findings that we identify during our limited assurance engagement.

Amsterdam, 12 February 2025
PricewaterhouseCoopers Accountants N.V.

Original signed by J. van Meijel RA

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The following information is provided pursuant to Article 2:392.1 Dutch Civil Code.

Profit allocation

Article 27 of the Articles of Association stipulates, among other things, that the Executive Board, with the approval of the Supervisory Board, shall annually decide which part of the profit shall be allocated to the reserves. The remaining part of the profit shall be at the disposal of the Annual General Meeting.

The profit attributable to the equity holders of the Company over fiscal year 2024 amounts to €243 million. The Executive Board, with the approval of the Supervisory Board, proposes to present for approval to the General Meeting of Shareholders its proposal to distribute a dividend amount of €89 million, which represents a dividend of €1.00 per ordinary share (2023: €0.85). Of the total Retained earnings, an amount of €10 million of legal reserves is restricted in distribution (2023: €10 million).

Audit and Risk Committee policies and procedures

The Audit and Risk Committee has adopted a charter that details the duties and responsibilities of the Audit and Risk Committee. These duties and responsibilities include, amongst other things, reviewing and overseeing the financial and operational information provided by Arcadis to its shareholders and others, systems of internal controls, financial risk management, accounting and financial reporting processes, the independence, qualifications and performance of the external auditor of Arcadis and the performance of the internal audit function.

Special rights to holders of priority shares

The priority shares are held by Stichting Prioriteit Arcadis N.V. The Board of the Stichting Prioriteit Arcadis N.V. consists of twenty (20) board members (with three (3) vacancies at 31 December 2024): seven (7) members of the Supervisory Board, both (2) members of the Executive Board, one (1) member of the Executive Leadership Team and ten (10) members from the Board of Stichting Bellevue (a foundation seated in Amsterdam, whose board members are appointed by and from the international employees of the Arcadis Group). Each board member has one vote whereby in the event of a vacancy, the number of votes that can be exercised by the Executive Board and Executive Leadership Team members together with the Supervisory Board members shall equal the number of votes that can be exercised by the employee members. Stichting Prioriteit Arcadis N.V. has special statutory rights, which includes approval of the amendment of the Articles of Association of Arcadis N.V., and certain other topics, which have been described in note 25 to the Consolidated financial statements.

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Other financial data

Quarterly financial data

	2024				2023			
in € millions	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Gross revenues								
In the quarter	1,230	1,282	1,239	1,244	1,218	1,260	1,237	1,289
Cumulative	1,230	2,512	3,751	4,995	1,218	2,477	3,714	5,003
In the quarter	25%	26%	25%	25%	24%	25%	25%	26%
Cumulative	25%	50%	75%	100%	24%	50%	74%	100%
Net revenues								
In the quarter	968	991	962	959	940	945	932	941
Cumulative	968	1,959	2,921	3,880	940	1,886	2,818	3,759
In the quarter	25%	26%	25%	25%	25%	25%	25%	25%
Cumulative	25%	50%	75%	100%	25%	50%	75%	100%
EBITA								
In the quarter	97	108	102	112	87	82	91	83
Cumulative	97	204	306	418	87	169	260	343
In the quarter	23%	26%	24%	27%	25%	24%	27%	24%
Cumulative	23%	49%	73%	100%	25%	49%	76%	100%
Operating EBITA [1]								
In the quarter	104	114	109	120	92	93	99	107
Cumulative	104	217	327	447	92	185	284	391
In the quarter	23%	25%	24%	27%	24%	24%	25%	27%
Cumulative	23%	49%	73%	100%	24%	47%	73%	100%

[1] Excluding acquisition, restructuring and integration-related costs

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Five-year summary

in € millions	2024	2023	2022[3]	2021	2020
Direct economic value generated					
Gross revenues	4,995	5,003	4,029	3,378	3,303
Net revenues	3,880	3,759	3,019	2,565	2,494
Direct economic value distributed					
NIFO Earnings per share (in €)	3.00	2.51	2.26	1.96	1.46
Dividend per share (in €)	1.00	0.85	0.74	1.30 [1]	0.6
Profit & loss performance					
Operating EBITA	447	391	294	246	226
Operating EBITA margin (in %)	11.5%	10.4%	9.8%	9.6%	9.1%
EBITDA	529	458	339	338	337
Net income from operations	270	226	202	175	130
Balance sheet performance					
Net working capital (in %)	10.8%	9.3%	10.0%	10.7%	12.6%
Days Sales Outstanding (DSO)	61	56	60	63	66
Return on Net Working Capital[2]	81.4%	81.5%	58.2%	64.7%	54.5%
Net debt to EBITDA ratio (average)4		2.2	1.6	0.8	1.3
Net debt to EBITDA ratio (end)4	1.3	1.7	2.2		
Cash flow performance					
Free cash flow	228	190	173	234	324

[1] €0.70 per ordinary share plus an additional €0.60 per ordinary share

[2] Revised in accordance with IFRS 3.49 to reflect the adjustments to the provisional opening balances of acquired entities recognized as at 31 December 2022.

[3] Except for Gross revenues, Net revenues, Dividend per share, and Free cash flow, amounts were revised in accordance with IFRS 3.49 to reflect the adjustments to the provisional opening balances of acquired entities recognized as at 31 December 2022

[4] For bank covenant purposes

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Alternative performance measures

Arcadis uses throughout its financial publications, alternative performance measures (APMs) in addition to the figures which are prepared in accordance with the International Financial Reporting Standards (IFRS), as adopted by the European Union. The purpose of the alternative performance measures is to provide greater insights into the financial and operating results of the company. These metrics are used to drive the business performance and should be viewed as complementary, rather than a substitute for, the figures determined according to IFRS.

They are subject to the same internal control process as other reporting. These terms may be defined in a different way by other companies and are therefore not always comparable to similar measures used by other companies.

Net Revenues

The company analyzes the financial performance in relation to net revenues for the total business and Global Business Areas. Net Revenue reflects more closely the revenues generated by the fees received for our services and is defined as Gross Revenue (revenue per IFRS), minus materials, services of third parties and subcontractors.

In € millions	2024	2023
Gross revenues	4,995	5,003
Materials, services of third parties and subcontractors	(1,115)	(1,244)
Net revenues	**3,880**	**3,759**

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Organic growth

Organic growth represents comparable net revenue growth excluding the impact of acquisitions, divestments and currency translation. Organic growth is used as an indicator of the underlying change in the revenue performance of the Company and its Business Areas.

	Resilience		Places		Mobility		Intelligence		Total	
In %	2024	2023	2024	2023	2024	2023	2024	2023	2024	2023
Total Growth	**7.8%**	**8.4%**	**-2.0%**	**48.4%**	**5.7%**	**9.6%**	**-1.1%**	**355.7%**	**3.2%**	**24.5%**
(-) winddowns	-0.2%	-0.3%	-0.8%	-6.1%	-0.3%	-2.1%	0.0%	0.0%	-0.4%	-2.3%
Total Growth excluding winddowns	**8.0%**	**8.7%**	**-1.2%**	**54.5%**	**6.1%**	**11.7%**	**-1.1%**	**355.7%**	**3.7%**	**26.9%**
(-) acquisitions and divestments	0.0%	0.8%	-2.1%	54.3%	0.0%	2.4%	-0.1%	213.4%	-0.8%	20.4%
(-) Currency effect*	-0.5%	-2.3%	0.0%	-2.6%	0.7%	-2.8%	-0.5%	-7.5%	0.0%	-2.6%
(-) Other effect**	0.7%	-0.4%	-0.4%	0.2%	-0.4%	-1.1%	0.0%	54.7%	0.0%	0.0%
Organic growth* **	**7.7%**	**10.6%**	**1.3%**	**2.7%**	**5.7%**	**13.3%**	**-0.5%**	**24.5%**	**4.5%**	**9.0%**

* FX effects

** Other effect – relates to reallocation or move of operations and projects between the business areas during the year. The organic growth is adjusted to show the underlying change in revenue within each Business area.

*** Intelligence 2023 Proforma Organic growth

Operating EBITA

Operating EBITA is used by the Company as a measure of underlying profit/loss of business operations and is defined as Operating Income before Amortisation of intangible assets (EBITA) adjusted for non-recurring and non-operating items, such as restructuring of a business area or location, Merger & Acquisitions (M&A), costs related to integration of acquired entities and profit or loss on disposal of operations. Operating EBITA is one of the key decision metrics of the Group management.

	Resilience		Places		Mobility		Intelligence		Corporate		Total	
In € millions	2024	2023	2024	2023	2024	2023	2024	2023	2024	2023	2024	2023
Operating Income	**186**	**143**	**110**	**62**	**97**	**81**	**4**	**4**	**(8)**	**(6)**	**389**	**284**
Amortisation of Intangibles	2	5	22	44	2	4	3	6	-	-	29	59
EBITA	**188**	**148**	**132**	**106**	**99**	**85**	**7**	**10**	**(8)**	**(6)**	**418**	**343**
Restructuring costs	6	4	12	21	4	2	2	0	-	-	24	27
Integration costs	0	3	4	5	0	2	1	0	-	-	5	11
M&A costs	1	1	1	4	0	1	0	0	-	-	2	6
Other	-	0	-	0	-	0	-	-	-	-	-	0
Dilapidation costs	-	0	-	-	-	-	-	-	-	-	-	0
Net effect of sale of assets	(1)	2	2	1	(3)	1	0	0	-	-	(2)	4
Operating EBITA	**194**	**159**	**151**	**137**	**100**	**91**	**9**	**11**	**(7)**	**(6)**	**447**	**391**

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Days sales outstanding and net working capital

Days sales outstanding (DSO) represents the number of days by which the Company is paid for the services it has delivered. It is calculated by taking the Company's Net trade receivables position relative to its Gross Revenue expressed in number of days. Net trade receivables includes trade receivables as well as contract assets (revenue earned not billed) and contract liabilities (billings in excess of revenue on contracts) and provision for onerous contracts. Gross Revenue in this metric is based on trailing 3 months Gross Revenue (annualised) to reflect the most relevant revenue period in relation to the net trade receivables. The company use this to judge the level of capital tied up in its projects and the investment requirement for organic growth.

Net working capital % is defined as Net working capital divided by annualized gross revenues.

In € millions	2024	2023
Reported 3 months gross revenue	1,244	1,289
Adjustments (Acquisitions and GBA moves)	28	-
Adjusted 3 months gross revenue	1,272	1,289
Annualized Adjusted 3months gross revenue	**5,090**	**5,156**

In € millions	2024	2023
(+) Contract Assets	619	580
(+) Trade receivables	761	731
(-) Receivables from Associates	2	2
(-) Contract Liabilities	516	503
(-) Provision for onerous contracts	13	13
Net trade receivables	849	792
Day Sales Outstanding (Net trade receivables/Adjusted 3 months gross revenue)*91	**61**	**56**

In € millions	2024	2023
(+) Contract Assets	619	580
(+) Trade receivables	761	731
(-) Receivables from Associates	2	2
(-) Contract Liabilities	516	503
(-) Provision for onerous contracts	13	13
(-) Account payable	300	313
(+) Inventories	0	0
Net Working Capital	**549**	**480**
Net Working Capital %	**10.8%**	**9.3%**

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Free cash flow

The Company reports on Free cash flow (FCF) and it is used to evaluate cash available for financing activities, including shareholder distributions and debt servicing, after investment in maintaining and growing the business. This measure is derived from the financial statements with a reconciliation below.

In € millions	2024	2023
Net cash from operating activities	**350**	**309**
(-) Capital expenditure	45	41
(+) Proceeds from sale of (in)tangible assets	0	1
(-) Lease payments	78	79
Free cash flow	**228**	**190**

Net Debt to Operating EBITDA

Net Debt to Operating EBITDA reflects the most recent leverage position of the company as it measures the operating income before amortization and depreciation relative to its net debt position. Net Debt is calculated in accordance with note 31 in the consolidated financial statements. Operating EBITDA is Operating EBITA adjusted for depreciation.

In € millions	2024	2023
Net debt	739	873
Operating EBITDA	557	506
Net debt to Operating EBITDA	**1.3**	**1.7**

Return to Shareholders as % of NIFO

Return to Shareholders as % of net income from operations measures how much of the income from operational activities is distributed back to the shareholders through dividends. For the 2024-2026 strategic period this is part of financial targets and set between 30-40%.

	2024	2023
Dividend announced per share in €	1.00	0.85
Number of shares outstanding in million at moment of settlement[1]	89.4	90.0
Total Dividend distribution in €m	**89.4**	**76.5**
Net Income from Operations	270.0	225.9
Return to Shareholders as % of NIFO	**33.1%**	**33.9%**

[1] *Number of shares outstanding in 2023 is the actual number of shares outstanding at payment date in 2024. The number of shares outstanding for 2024 is the end balance of shares outstanding at 31st of December 2024.*

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Glossary financial indicators

Term	Definition
Gross revenues	The gross inflow of economic benefits during the period arising in the course of ordinary activities. Gross revenues of Arcadis consist of external revenues net of value-added tax, rebates and discounts and after eliminating sales within the Arcadis Group.
Net revenues	Gross revenues minus materials, services of third parties and subcontractors, which are project-related costs of materials and services charged by third parties, including cost of subcontractor. Net revenues entail revenues produced by the activities of Arcadis own staff.
Dividend per share	Dividends issued by Arcadis for every outstanding ordinary share.
EBITA	Earnings Before Interest, Taxes, and Amortization/Impairment of goodwill and/or identifiable assets.
EBITDA	Earnings Before Interest, Taxes, Depreciation and Amortization/Impairment of goodwill and/or identifiable assets.
Operating EBITA	EBITA excluding restructuring, integration, disposal and acquisition related costs and net result from divestments.
Operating EBITA margin	Operating EBITA as percentage of net revenues
Net Income from Operations	Net income before non-recurring items (e.g. valuation changes of acquisition-related provisions, disposals and M&A costs, net result from divestments, expected credit loss on shareholder loans and corporate guarantees and one-off pension costs), the impairment/amortization of goodwill/identifiable assets, and share-based compensations related to the Lovinklaan Foundation share purchase plan.
Net Income from Operations per share	Net Income from Operations in the year, divided by the average number of ordinary shares in the year.
Net Working Capital	Sum of Contract assets (unbilled receivables), Inventories and Trade receivables minus Accounts payables, Contract liabilities (billing in excess of revenue) and Provision for onerous contracts.
Net Working Capital as % of gross revenues	Net Working Capital/Gross revenues of last three months of the year * 4.
Return on Net Working Capital	The Operating EBITA for the year divided by the Net Working Capital at year-end.
Days Sales Outstanding	(Trade receivables + Unbilled receivables – Billings in excess of cost – Loss provision) x 91 days)/Gross revenues of last three months of the year.
Return on invested capital (ROIC)	The sum of earnings before interest after taxes and income from associates divided by average group equity, amortized goodwill and net debt.
Net debt to EBITDA ratio (average)	Average net debt ultimo for the year/EBITDA. A measure of a Company's ability to pay off its incurred debt. This ratio gives the investor the approximate amount of time that would be needed to pay off all debt, excluding interest, taxes, depreciation and amortization.
Net debt to operating EBITDA ratio (average)	Average Net Debt (average of end of first half of year and end of second half of the year) / Operating EBITDA
Free cash flow	Cash flow from operating activities minus (dis)(in)vestments in (in)tangible assets and including lease payments.
Integration costs	Costs specifically related to the reorganization and onboarding of acquired entities. These costs include but are not limited to onboarding and streamlining of technology platforms and operations, reorganization of operating model, associated activities and personnel costs directly linked to integration activities.
Backlog	Backlog is defined as the value of work contracted, but not completed as at the reporting date. Net backlog or backlog net revenues excludes sub-contractor and third party costs i.e the future revenue to be executed by Arcadis staff.
Order intake	Order intake reflects the amount of new projects for which contracts have been signed or variations agreed. The value in order intake reflects the scope of our services and excludes Sub consultant and third party costs and will convert into Net Revenue when executed. The management consider this an important measure in order to track future revenue development.
Net Order intake	Order intake less cancellations during the period.



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