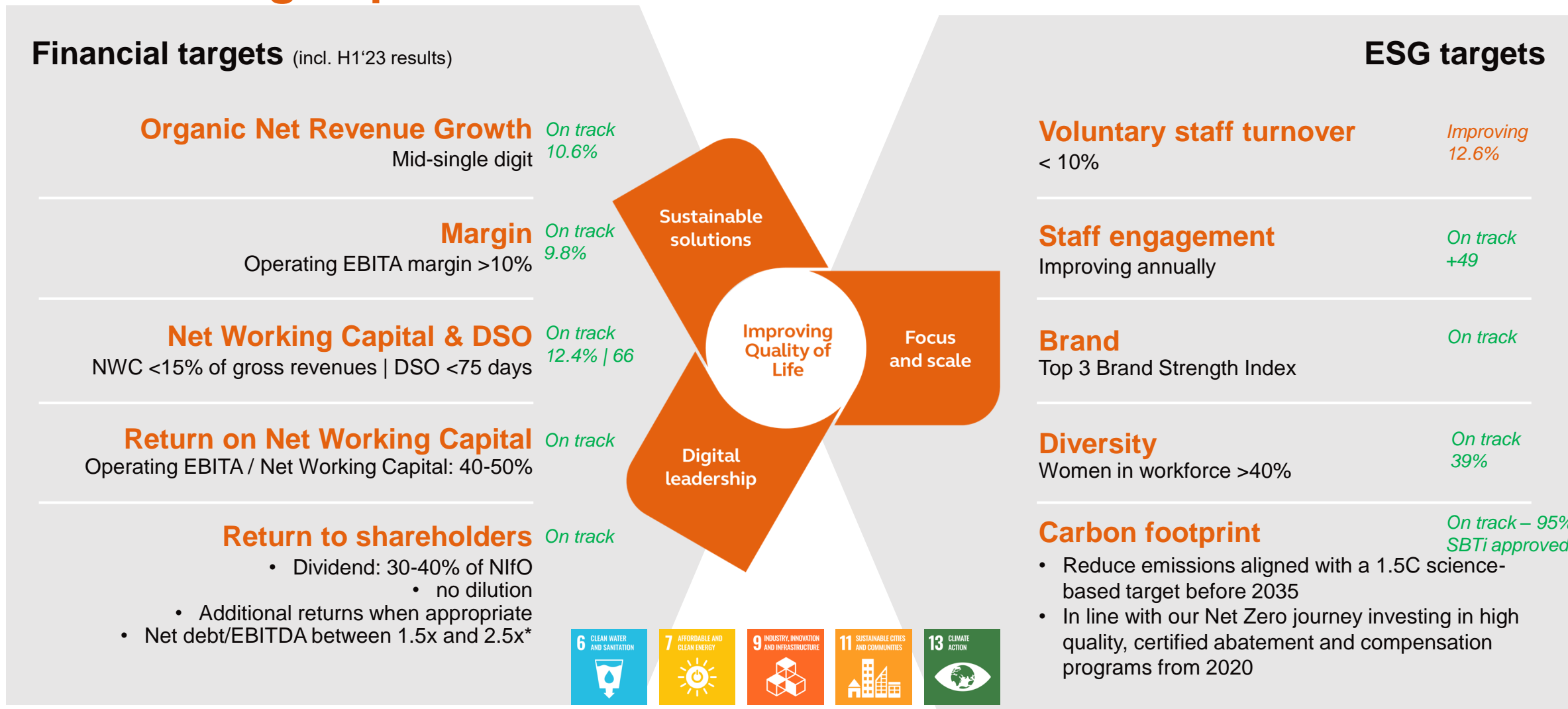


Arcadis Strategy 2021-2023

“Maximizing Impact”



¹⁾ Net Debt / EBITDA updated per IFRS 16, including lease liabilities. Target is updated from 1.0-2.0x to 1.5-2.5x