Minutes of the Annual General Meeting of the public limited company Arcadis N.V. (the 'Company' or 'Arcadis'), located in Amsterdam, held on 20 May 2026 at 2pm CET in Van der Valk Hotel Amsterdam Zuidas.

1. Opening and notifications (for discussion)

The Chair, Mr. Michiel Lap, opened the annual General Meeting and welcomed all attendees.

The Chair announced that any shareholder who had adequately registered and was present in the room could cast their vote during the meeting. Shareholders arriving later could attend the meeting but could no longer participate in the voting process.

The Chair noted that Arcadis is a global company and that the main language of the meeting would therefore be English. Shareholders were invited to ask questions in Dutch or English, and live translation was available through headsets. He also indicated the emergency exits, referred to the use of badges when leaving the room, asked attendees to switch mobile phones to silent, and reminded attendees that audio or video recordings by attendees were not permitted. The recordings made by the technical team would be used solely for the webcast and the preparation of the minutes.

The Chair introduced the members of the Supervisory Board present behind the table: Mr. Michael Putnam (Vice-Chair and Chair of the Sustainability Committee), Ms. Deanna Goodwin (Chair of the Audit and Risk Committee), Ms. Carla Mahieu (Chair of the Remuneration Committee), Mr. Peter de Wit (Chair of the Selection Committee), Ms. Barbara Duganier, Ms. Linda Morant and Mr. Robert Swaak. Mr. Lap chaired the meeting.

The Chair introduced the Executive Board member present, Mr. Simon Crowe (CFO), and noted that Ms. Heather Polinsky, CEO nominee, was also present. Her proposed appointment would be discussed under agenda item 9.

The Chair noted that Mr. Jean Nel was present on behalf of CSC Financial Services (Netherlands) B.V., the independent third party through which shareholders could cast their votes. Ms. Marja van Ravenstein, Global Company Secretary, was appointed as secretary of the Meeting. The minutes would be prepared by Ms. Anne Baksteen and would be posted on the Arcadis website after adoption. Ms. Barbara van Koppen, interim Global General Counsel, and Mr. Casper Nagtegaal, notary and external legal advisor to the Company, were also present.

The Chair stated that the invitation and agenda had been posted on the Company's website on Wednesday, 1 April 2026. Holders of registered shares had received the invitation and agenda by email at the email addresses known to the Company. The full agenda with explanatory notes, including the information referred to in Article 2:142 paragraph 3 of the Dutch Civil Code, had been made available at the Company's office and at ABN AMRO, as well as on the Company's website and on ABN AMRO's e-voting platform. The integrated annual report, including the 2025 financial statements, had also been made available on the Company's website.

The Chair concluded that the Meeting had been duly convened and that the meeting documents had been made adequately available. He further noted that the Company had determined the number of shares and votes as of the convocation date, Wednesday 1 April 2026, and the record date, Wednesday 22 April 2026, and that this information had been posted on the Company's website.

The Chair explained that voting would be conducted electronically and that shareholders could cast their votes on all voting items throughout the meeting. The voting results would be shown on screen at the end of the meeting and posted on the Arcadis website. Shareholders were asked to clearly state their name and capacity when asking questions and to limit the number of questions per agenda item to two, except under agenda item 4.a.

The Chair noted that there were no further announcements and continued to agenda item 2.

2. Report by the Supervisory Board on financial year 2025 (for discussion)

The Chair stated that the full report of the Supervisory Board was included in the annual report on page 165 onwards. The principal focus areas of the Supervisory Board for 2025, established in consultation with the Executive Board, were People, Clients and Technology. Throughout the year, the Supervisory Board revisited these priorities in the context of Arcadis' projects and financial results to assess progress and alignment with the Company's long-term strategic objectives.

The Chair noted that 2025 had been a more challenging year for Arcadis. Growth had been hampered by performance in the Places global business area as well as performance in the UK and Australia, mainly due to the winding down of large contracts in the mobility sector. Performance was also impacted by the slowdown in Canada's construction industry and the implementation of Oracle ERP in that country. In Europe, several clients in the semiconductor, pharmaceutical and automotive industries had postponed large capital investments, putting pressure on growth.

The Chair explained that the Supervisory Board spent a significant amount of time with the Executive Board to assess actions to be taken. This led to the decision late in 2025 to transition to new CEO leadership. The nomination of Ms. Heather Polinsky was the result of a management development and succession planning initiated by the Supervisory Board in 2024. The Board oversaw the transition from Mr. Alan Brookes to Ms. Polinsky as CEO nominee and also led the recruitment of Mr. Simon Crowe as CFO. Mr. Crowe joined Arcadis in September 2025.

The Chair stated that the Meeting had taken note of the activities of the Supervisory Board and invited shareholders to ask questions.

Mr. Keyner (VEB) asked, in light of the broad list of improvement priorities set out in the annual report, where the Supervisory Board considered Arcadis' key weakness to be operational execution, strategy, culture or otherwise. The Chair answered that the most important areas requiring attention were execution and a more commercially assertive sales culture.

Mr. Keyner asked why it had still been necessary to change CEO if measures on cost efficiency and other improvements had already been taken. The Chair explained that changing a CEO is one of the most difficult decisions a Supervisory Board can make. The key conclusion, reached together with Mr. Alan Brookes, was that under his leadership it would be difficult to fulfil the promises made at the previous Capital Markets Day, including mid to high single digit growth and improved margins by the end of 2026. Following an open discussion, the conclusion was jointly reached that a CEO change was needed.

Mr. Keyner asked how the Supervisory Board assessed its own performance, including in relation to lessons learned from acquisitions and its oversight of the executive team. The Chair responded that whilst there remained strategic rationale for smaller acquisitions in a fragmented industry, the Board had become more cautious following the experience with the IBI and DPS acquisitions. The Board had been involved in reviewing performance in Canada with management from early in 2025, including during a major strategy meeting in Toronto in September.

Mr. Van Beek (Robeco) expressed appreciation for the constructive dialogue with Arcadis and thanked the Supervisory Board members stepping down after this meeting. He asked how the ERP-related issues in North America have been monitored by the Supervisory Board and the Audit and Risk Committee while they were unfolding rather than after the fact. Ms. Goodwin explained that the ERP implementation started in the first part of 2025 and that, by the third quarter, management reported issues in revenue recognition in Canada to the Audit and Risk Committee. By the fourth quarter closing, the issue had been quantified after a detailed review of thousands of contracts. Manual work was required during the ERP implementation to maintain business continuity, which proved challenging for local financial management. Lessons were identified and remedial measures implemented.

Mr. Van Beek asked which measures had been taken to strengthen oversight of similar transformation programs going forward. Ms. Goodwin answered that management would introduce an additional layer of oversight for system implementations, lifting oversight above the local level so that group level management could identify early issues more effectively.

Mr. Van Beek asked how the Supervisory Board ensured continuity, stability and effective oversight during the significant leadership changes in 2025 and into 2026. The Chair replied that from around July 2025 the intensity of Supervisory Board oversight increased significantly. The Chair and Mr. Peter de Wit spoke to Mr. Alan Brookes and the interim CFO Mr. Willem Baars, almost weekly, to provide constructive challenge and support. They continue to do so with Ms. Polinsky and Mr. Crowe. The relationship between the boards remained transparent, constructive and positive throughout this entire period.

Ms. Langereis (VBDO) asked questions on pollution, living wage and CSRD. She commended Arcadis for having a pollution policy but noted that pollution was no longer considered a material topic. She asked how the Arcadis Future Impact Plus program would support reporting on sustainability impacts in the value chain, what disclosures could be expected in the next annual report, and whether reporting would include topics not assessed as material, such as pollution. Ms. Polinsky explained that the Future Impact program was being developed to measure the impacts of Arcadis' largest and most substantial projects, including in relation to carbon, nature, water and circularity. The methodology would be discussed in the 2026 annual report, with

measuring and reporting starting in 2027. The program was being developed in cooperation with auditors. She further explained that, in the double materiality assessment, topics such as pollution and water discharges into oceans had not met the thresholds for detailed reporting.

Ms. Langereis asked whether Arcadis would consider assessing wages of its own workforce against living wage benchmarks and reporting on this in the next annual report. Ms. Polinsky responded that Arcadis has a supplier code of conduct requiring suppliers to identify and comply with local laws on working hours, wages and benefits. Arcadis commits to offering a living wage at a minimum and requires subcontractors to do the same. Living wage sections were being included in contract templates, with rollout planned during 2026.

Ms. Langereis asked whether Arcadis could provide more transparency in the next annual report on internal and external developments that lead to certain topics no longer being considered material. Ms. Polinsky confirmed that materiality assessments would continue to be performed annually and that thresholds and impact, risk and opportunity assessments would be considered in that context.

Mr. Vreeken commented on the importance of energy independence, renewable energy generation and storage solutions such as solar panels and batteries. He also referred to biodiversity, water conservation and opportunities arising from increased investments in infrastructure and defence-related projects. Furthermore, he asked whether Arcadis could contribute to improving the sustainability of buildings and infrastructure in the Netherlands. The Chair acknowledged the importance of these points and, referring to earlier discussions with Mr. Vreeken, noted that he had marked the end of his tenure on the Arcadis Supervisory Board with a donation to the World Wildlife Fund.

The Chair noted that there were no further questions and continued to agenda item 3.

3. Report by the Executive Board on financial year 2025 (for discussion)

The Chair stated that the report of the Executive Board had been submitted as part of the 2025 annual report. He gave the floor to Mr. Simon Crowe, CFO, for an explanation of the 2025 annual results, after which Ms. Heather Polinsky, CEO nominee, presented the first quarter 2026 results.

The Chair invited shareholders to ask questions.

Mr. Van Beek (Robeco) observed that 2026 was positioned as a year of transition and asked how the Executive Board would ensure that renewed commercial discipline and accountability would be embedded throughout the organization. Ms. Polinsky answered that accountability was being reinforced at both the personal and throughout the organization, and that employee feedback showed appreciation for the renewed focus. She and Mr. Crowe were taking a hands-on approach, including deep dives into business areas, tracking actions and investments, and in some cases daily calls on key topics until the desired discipline became embedded.

Mr. Van Beek asked how the Supervisory Board would oversee this transition and monitor management progress in embedding commercial discipline and accountability. Mr. De Wit, incoming Chair, explained that the Supervisory Board had been more closely involved with the topics the Executive Board was working on

and would continue that approach. The Supervisory Board would remain close to the Executive Board and support and challenge where helpful and required within its role.

Mr. Vreeken emphasized the importance of innovation, technology development and knowledge sharing in the Netherlands. He referred to initiatives relating to tree planting and environmental improvement and asked how Arcadis was investing in innovation, digital capabilities and new technologies to support future growth and societal challenges. He also made remarks regarding the visibility of the Arcadis brand and sponsorship activities. Ms. Polinsky replied that innovation was important for Arcadis' growth and for the industry. Technology and innovation were needed to address infrastructure and environmental needs more consistently. Arcadis' innovation program includes AI, digital and human elements, and the Company seeks to scale innovations developed in one part of the business globally. The Chair acknowledged the comments on sponsoring and noted that Arcadis is a fantastic company whose brand could be better known, while adding that, at the time, Arcadis was being cautious and counting every euro.

Mr. Keyner (VEB) asked to what extent Arcadis lacked differentiators compared with competitors and what pricing power it had. He also challenged the growth strategy, the high proportion of revenues from existing clients, and asked how Arcadis viewed non-clients and emerging clients. Ms. Polinsky answered that Arcadis has differentiators in specific markets, driven by client relationships, trust and deep asset knowledge. Work was ongoing by geography, sector and service to identify opportunities for more strategic pricing. She noted that much work comes from existing clients but that Arcadis does not yet have a significant wallet share with many clients, creating opportunities to do more with those clients. She also explained that the 35% of non-key clients should be seen as emerging clients with opportunities for growth, particularly through a sector and industry lens.

Mr. Keyner suggested that if Arcadis has strong differentiators and room to expand wallet share, future targets should become much more ambitious. Mr. Crowe replied that nothing prevents Arcadis from reaching the performance of its competitors and that the Company was excited about the future and the global market.

The Chair then announced that, as of the AGM record date of 22 April 2026, 85,064,489 shares were outstanding with parties other than the Company. In the Meeting, 69,917,645 shares and votes were represented, corresponding to 82.19% of the outstanding shares.

4. 2025 Financial Statements and dividend

4.a. Adoption of the 2025 Financial Statements (for resolution)

The Chair stated that the 2025 financial statements were submitted to the General Meeting for adoption. Mr. Johan Schrumpf and Ms. Marilijn Malestein of KPMG were present to answer questions regarding the auditor's report and audit work performed. The Chair gave the floor to Mr. Schrumpf for a short presentation.

Mr. Schrumpf explained that 2025 was KPMG's first audit year for Arcadis. Following a transition process from the predecessor auditor, KPMG conducted its audit based on a risk assessment covering Arcadis' business, operations and key reporting areas.

Mr. Schrumpf stated that KPMG issued an unqualified audit opinion on the 2025 financial statements and a limited assurance opinion on the sustainability statements prepared in accordance with ESRS. The audit materiality threshold was set at EUR 20 million. He explained that the group audit covered 11 components in seven countries and involved specialists in areas including forensics, tax, valuation and pensions. KPMG maintained regular contact with management, the Audit and Risk Committee and the Supervisory Board throughout the audit. KPMG identified revenue recognition and management override of controls as the principal fraud risks. Audit procedures did not result in any findings regarding fraud or non-compliance. Climate-related risks and going-concern considerations were also assessed and did not result in additional audit concerns. Regarding revenue recognition, particular attention was paid to fixed-fee projects and Oracle ERP implementation issues in Canada. Following additional review procedures, KPMG concluded that revenue recognition and related disclosures were appropriate and in accordance with IFRS.

The Chair thanked Mr. Schrumpf and invited questions.

Mr. Spanjer asked the auditor about cybercrime and related controls. He also asked about the VOR risk management statement, cybersecurity in countries with different risk profiles and the use of AI in the audit. Mr. Schrumpf explained that cyber risks formed part of KPMG's risk assessment, in particular whether cyber incidents could lead to material misstatement of the financial statements. KPMG had conversations with Arcadis' cyber teams and understood that Arcadis performs internal tests to increase awareness and resilience against false emails and similar risks. KPMG did not identify a material misstatement risk from cyber risks. Mr. Schrumpf further explained that the VOR was new in 2025 and covered financial reporting, non-financial reporting, operational risks and compliance risks. The topic was discussed multiple times by the Audit and Risk Committee. He noted that the ERP migration matter in Canada was disclosed in the VOR, which he considered an example of transparency in the spirit of the VOR. On AI, he explained that KPMG mostly used AI in the background for administrative tasks such as supporting meeting minutes or document reconciliation, while use of AI for analysis of large amounts of data remained more exploratory.

Mr. Keyner (VEB) asked whether the issues in Canada emerged alongside the 2025 ERP implementation or had arisen earlier. Mr. Schrumpf answered that from an audit perspective, the approach in Canada was similar to other countries, although the timing was different because management first performed a detailed review of projects around the Oracle onboarding. No findings of that nature were identified in other countries. Mr. Crowe added that 2024 had a different auditor, Oracle ERP had not yet been implemented in Canada, and the Canadian market had been buoyant. In 2025, the ERP implementation and a significant market deterioration contributed to the issue. Arcadis had learned from this and would apply more resources and oversight in future system implementations.

Mr. Keyner asked how Arcadis would balance stronger central oversight with the ambition to create a more entrepreneurial company. Mr. Crowe replied that the Company must strike the balance between entrepreneurial risk-taking and tight controls and guardrails. Canada was described as an isolated and unique set of circumstances. Arcadis would apply the lessons learned within the group.

Mr. Keyner then asked about the former Intelligence business, which would no longer remain a standalone business unit but become a delivery expertise centre for the other business areas, and queried whether the

impairment testing suggested a weaker outlook. Ms. Polinsky explained that the Intelligence business was moved closer to the other businesses because the digital and human elements are connected in the services Arcadis sells and in how clients purchase them. The move was intended to reduce silos, strengthen relevance to client needs and integrate digital tools across the business. Mr. Crowe added that Arcadis believes the Intelligence capabilities have a strong future when combined with the existing businesses, rather than operating as a standalone silo.

Mr. Vreeken raised questions regarding cybersecurity risks, including phishing attacks and other forms of cybercrime. He emphasized the growing importance of digital resilience and asked how companies such as Arcadis are ensuring sufficient expertise in the fields of information security, artificial intelligence and cyber risk management. The Chair agreed that cybercrime is an important and significant topic for Arcadis.

4.b. Distribution of dividend for the financial year 2025 (for resolution)

The Chair reminded shareholders that votes could be cast throughout the meeting. For the financial year 2025, the proposal was to distribute a dividend of EUR 1.05 in cash per ordinary share to holders of ordinary shares of Arcadis N.V. This represented 39% of net operational profit and was in accordance with the Company's dividend policy, which aims to distribute 30–40% of net operational profit. The ordinary shares would be listed ex-dividend as of Friday 22 May 2026 and the dividend would be paid from Thursday 28 May 2026. Cash distribution would be subject to 15% dividend withholding tax.

The Chair noted that there were no questions and continued to agenda item 5.

5. Discharge

5.a. Discharge of the members of the Executive Board (for resolution)

The Chair explained that it was proposed to grant discharge to the members of the Executive Board who were in office in the financial year 2025 for their management of the Company and its activities during that year, insofar as this is apparent from the report of the Executive Board, the financial statements, announcements during the annual General Meeting and/or other public information and without prejudice to Article 2:138 of the Dutch Civil Code.

The Chair noted that there were no questions.

5.b. Discharge of the members of the Supervisory Board (for resolution)

The Chair explained that it was proposed to grant discharge to the members of the Supervisory Board who were in office in the financial year 2025 for their supervision during that year, insofar as this is apparent from the report of the Executive Board, the report of the Supervisory Board, the financial statements, announcements during the annual General Meeting and/or other public information and without prejudice to Articles 2:138 and 2:149 of the Dutch Civil Code.

The Chair noted that there were no questions and continued to agenda item 6.

6. Appointment of external auditor

6.a. Appointment of external auditor to audit the 2027 Financial Statements (for resolution)

The Chair explained that the General Meeting is the corporate body authorized to appoint the auditor that will audit the financial statements of the Company. The Arcadis Audit and Risk Committee and the Supervisory Board recommended appointing KPMG Accountants N.V. to audit the 2027 financial statements. If appointed, 2027 would be the third year in which KPMG Accountants N.V. audits the Company's financial statements.

The Chair noted that there were no questions.

6.b. Appointment of external auditor to provide limited assurance on the 2027 Sustainability Statement (for resolution)

The Chair explained that the European Corporate Sustainability Reporting Directive provides that the limited assurance engagement for sustainability reporting be granted by the General Meeting of Shareholders separately from the appointment for financial reporting. In anticipation of implementation of CSRD into Dutch law, the Supervisory Board proposed to appoint KPMG Accountants N.V. to provide a limited assurance report on the Company's sustainability reporting for financial year 2027.

The Chair noted that there were no questions.

7. Compliance with the Dutch Corporate Governance Code 2025

The Chair explained that Arcadis complies with the Dutch Corporate Governance Code and that its corporate governance structure is explained in a separate chapter of the annual report. Arcadis deviates from the Code on only one point, in line with the "comply or explain" principle, as explained in the 2025 annual report.

The Chair noted that on 20 March 2025 the Dutch Corporate Governance Monitoring Committee presented an update of the Code. The main update was the introduction of a detailed risk management statement, the *Verklaring omtrent Risicomanagement* or VOR, to be included in annual reports of Dutch listed companies. The VOR transformed the previous "in-control statement" into a broader statement on risk management and internal control across operations, compliance and reporting.

The Chair explained that Arcadis responded by updating relevant policies and processes. The Executive Board, supported by Legal, Internal Audit and Risk Management, reviewed the amended best practice provisions and implemented necessary changes. With respect to financial year 2025, the Executive Board's assessment and conclusions were discussed with the Audit and Risk Committee and the Supervisory Board and documented in the VOR statement in the 2025 annual report.

8. Remuneration reports of the Executive Board and Supervisory Board 2025

The Chair explained that Dutch law prescribes that the remuneration reports of the Executive Board and the Supervisory Board must be submitted to the General Meeting for an advisory vote and that the reports would be voted on separately.

8.a. Remuneration report of the Executive Board 2025 (for advisory vote)

The Chair noted that the remuneration report of the Executive Board was included in the integrated annual report 2025 on pages 178 through 191 and invited questions.

Mr. Keyner (VEB) asked whether it was appropriate that any short-term bonus was payable in a year of CEO transition and a decrease in share price. He also challenged the long-term incentive outcome, where TSR and EPS resulted in 0% but sustainability resulted in 150%, asking whether any bonus should be payable if economic value for shareholders had not been created. Ms. Mahieu explained that the short-term incentive criteria had been agreed before the year started and included operating EBITA, free cash flow, net order intake of key clients, net revenue and use of global excellence centres. Two criteria were not met and the STI outcome was therefore considerably lower than in the previous year, at 69% compared with 156%. She emphasized that free cash flow is a threshold criterion: if not met, there is no STI payout. Because performance on other criteria partly met targets, the payout was considered justified. Regarding the long-term incentives, she noted that the three criteria were relative total shareholder return, earnings per share and Sustainalytics, and that the LTI reflected a multi-year period.

Mr. Keyner encouraged the Remuneration Committee to ensure in future remuneration systems that any pay beyond base salary is linked to creating long-term shareholder value, while acknowledging the importance of sustainability and qualitative elements.

Mr. Vreeken asked about remuneration levels in an international company and how they compare to markets such as London and New York. Ms. Mahieu explained that Arcadis uses a labour market peer group of companies. The peer group includes Dutch-headquartered companies and international peers, and Arcadis targets the median of that group. Ms. Polinsky added that Arcadis applies benchmarking more broadly to attract and retain top talent. Ms. Mahieu further noted that, compared with the Netherlands, the United States places more focus on long-term incentives.

The Chair explained that shareholders voting in favour would give a positive advisory vote, while shareholders voting against would give a negative advisory vote. The voting result would be advisory and non-binding in nature.

8.b. Remuneration report of the Supervisory Board 2025 (for advisory vote)

The Chair noted that the remuneration report of the Supervisory Board was included in the integrated annual report 2025 on page 191. There were no questions.

The Chair explained that the advisory vote would be positive if shareholders voted in favour and negative if they voted against. The voting result would again be advisory and non-binding in nature.

9. Composition of the Executive Board; appointment of Ms. H.L. Polinsky (for resolution)

The Chair stated that, as announced on 11 December 2025, Mr. Alan Brookes stepped down as CEO and Chair of the Executive Board on 1 March 2026. The Supervisory Board had unanimously decided to nominate Ms. Heather Polinsky as the next CEO and member of the Executive Board of Arcadis N.V. Her appointment would be effective immediately after the end of the General Meeting, for a period of four years ending at the annual General Meeting in 2030.

The Chair explained that, in line with the existing policy for nominations to the Executive Board, the nomination was binding. The General Meeting could overrule the binding nature of the nomination by a resolution adopted by at least a two-thirds majority of votes cast representing more than half of the issued share capital.

The Chair introduced Ms. Polinsky as an American national with more than 30 years of leadership experience in engineering and advisory services. She joined Arcadis in 1999, has served on the Executive Leadership Team for several years and previously held roles including Chief Operating Officer for North America, as well as senior leadership and board positions at Malcolm Pirnie.

Ms. Polinsky thanked the Supervisory Board for the nomination and stated that she was proud to have been part of Arcadis for 27 years. She described her career from project scientist to client account leadership, sector management and operations, including serving as Chief Operating Officer for North America and leading the Resilience global business area and, more recently, Mobility. She noted that she had led teams in many countries.

Ms. Polinsky explained that her global perspective started early in life, having been born in the Philippines, lived internationally during adolescence and studied abroad. She and her husband had recently moved to Amsterdam, with the CubeHouse being her primary office. She stated that her role as CEO would be to ensure that Arcadis has the right strategy and delivers it with clarity, consistency and pace. She committed to leading Arcadis with focus and accountability, to backing its people, staying close to clients and ensuring delivery on commitments.

Mr. Vreeken welcomed the proposed appointment of Ms. Polinsky and referred to her extensive international experience. He also commented on potential opportunities for Arcadis arising from investments in defence infrastructure, the preservation and restoration of historic buildings and the importance of maintaining technical craftsmanship and engineering expertise. The Chair thanked him for his comments and continued to agenda item 10.

10. Composition of the Supervisory Board

10.a. Reappointment of Mr. M.C. Putnam (for resolution)

The Chair explained that, in accordance with the rotation schedule, the second four-year term of Mr. Michael Putnam would expire after the annual General Meeting. Mr. Putnam was eligible and available for reappointment for a term of two years. He had been a member of the Supervisory Board since 2018, Vice-Chair since 2022 and Chair of the Sustainability Committee since its creation in 2020. He complied with the

independence criteria of the Dutch Corporate Governance Code, the profile drawn up by the Supervisory Board and the statutory regime limiting the number of supervisory positions.

The Chair stated that the Supervisory Board submitted a non-binding nomination for Mr. Putnam's reappointment immediately after the end of the annual General Meeting. His reappointment was proposed based on the continuity he brings as Vice-Chair, his experience in UK resilience and infrastructure expenditure as key markets for Arcadis, and his experience with the construction and mining markets in Canada, South America and the UK. His reappointment would continue through the end of the annual General Meeting in 2028.

The Chair noted that there were no questions.

10.b. Appointment of Mr. C.G. Trowell (for resolution)

The Chair explained that, as announced on 27 March 2026, he would retire from the Supervisory Board following the annual General Meeting. The Supervisory Board had initiated a search for a candidate with a proven track record in chief executive leadership and submitted a non-binding nomination for the appointment of Mr. Carl Trowell as a member of the Supervisory Board immediately after the end of the General Meeting. The appointment would be for four years, ending at the annual General Meeting in 2030. If appointed, Mr. Trowell would become a member of the Audit and Risk Committee and the Sustainability Committee.

The Chair introduced Mr. Trowell as an experienced international executive with extensive leadership experience in engineering, infrastructure and energy-related businesses. He is President of Strategic Infrastructure at National Grid Plc and a member of its Group Executive Committee. He would bring expertise in large-scale, capital-intensive project delivery, regulated infrastructure and energy transition, as well as international board experience in listed companies and exposure to the UK and North American markets.

The Chair noted that Mr. Trowell was unable to attend due to prior commitments. The Chair introduced a short pre-recorded video, which was shown to attendees.

Mr. Spanjer asked why Mr. Trowell was not present and whether his position at National Grid could create a conflict of interest. The Chair explained that Mr. Trowell had prior commitments connected with National Grid's recently presented multi-year plan and investor discussions, but had indicated he would have sufficient time for Arcadis and that this would be his only Supervisory Board membership. The Chair added that potential conflicts involving National Grid had been considered during the selection process and that, where relevant, Mr. Trowell would abstain from decisions concerning the appointment of contractors or suppliers.

10.c. Announcement of vacancies that will arise after the next annual General Meeting of Shareholders (for information)

The Chair announced future vacancies in the Supervisory Board in accordance with the rotation schedule. The first terms of Mr. Peter de Wit, Ms. Barbara Duganier and Ms. Linda Morant would expire after the

annual General Meeting in 2027. In accordance with the Articles of Association and the Dutch Corporate Governance Code, they would be eligible for reappointment for a second four-year term.

The Chair noted that there were no questions.

11. Delegation of authority to grant or issue (rights to acquire) Arcadis N.V. shares

11.a. Designation of the Executive Board as the body authorized to grant or issue (rights to acquire) ordinary shares and/or cumulative financing preference shares (for resolution)

The Chair explained that it was proposed to designate the Executive Board as the body authorized to issue ordinary shares and/or cumulative financing preference shares, subject to the prior approval of the Supervisory Board and the Arcadis N.V. Priority Foundation. This included the authority to grant rights to acquire such shares. The designation would be valid for 18 months as from 1 July 2026 and apply up to 10% of the total number of ordinary and/or cumulative financing preference shares issued at the time of the decision. The designation was intended to give the Executive Board flexibility in financing the Company, covering commitments under incentive plans and in the context of mergers, acquisitions and strategic alliances.

The Chair noted that there were no questions.

11.b. Designation of the Executive Board as the body authorized to limit or exclude pre-emptive rights (for resolution)

The Chair explained that it was proposed to designate the Executive Board as the body authorized to limit or exclude pre-emptive rights in relation to any issue or grant of rights to acquire shares under the authority described in agenda item 11.a. The designation would be valid for 18 months as from 1 July 2026. No pre-emptive rights exist in respect of ordinary shares issued against a non-cash contribution. In the event of an issue of new ordinary shares against payment in cash, holders of ordinary shares have pre-emptive rights during a period of at least 14 days, as published in the Dutch State Gazette.

The Chair noted that there were no questions.

12. Authorization to repurchase Arcadis N.V. shares (for resolution)

The Chair explained that it was proposed, in accordance with Article 7.1 of the Articles of Association, that the Executive Board be authorized to acquire on behalf of the Company ordinary shares and/or cumulative financing preference shares in the share capital of the Company for financial consideration. The authorization would be valid for 18 months as from 1 July 2026 and would apply up to a maximum of 10% of the issued share capital. Ordinary shares could be acquired on the stock exchange, through privately negotiated repurchases, self-tender offers or accelerated repurchase arrangements at a price between nominal value and the listed share price plus 10%.

The Chair noted that there were no questions.

13. Cancellation of ordinary Arcadis N.V. shares (for resolution)

The Chair explained that it was proposed that the General Meeting resolve to reduce the issued share capital by cancellation of ordinary shares, to create flexibility with respect to the capital structure, subject to an implementing decision by the Executive Board. Cancellation could be executed in one or more tranches. The Executive Board would determine the number of shares to be cancelled, if any, with a maximum of 10% of the issued share capital per 31 December 2025. Only ordinary shares acquired or to be acquired and held by the Company could be cancelled. Shares held to meet obligations under employee incentive plans would not be cancelled. Cancellation could not be effected until two months after an Executive Board resolution had been adopted and publicly announced.

The Chair noted that this was the last voting item and gave shareholders a moment to cast their final votes. After the final voting period, the Chair closed the voting.

14. Q&A

The Chair asked whether there were any final questions for the Supervisory Board or the Executive Board.

The Chair noted that there were no questions.

The Chair then gave the floor to Mr. Peter de Wit.

Mr. De Wit addressed Mr. Lap and Ms. Goodwin, who were stepping down from the Supervisory Board, and expressed appreciation for their years of dedication and service to Arcadis. He thanked Mr. Lap for his steady leadership, clear governance and thoughtful guidance during a period of significant change and transformation. He thanked Ms. Goodwin for her role as Chair of the Audit and Risk Committee and for her focus on integrity and transparency in financial reporting, risk management and audit matters.

Mr. De Wit stated that, instead of farewell flowers, the Supervisory Board had made a donation to the Dutch Trees for All foundation, which plants trees in the Netherlands and abroad.

The Chair thanked Mr. De Wit for his words.

The Chair announced the voting results, which were shown on the screen.

Agenda item	Resolution / advisory vote	In favour
4.a.	The General Meeting adopted the 2025 financial statements.	99.78%
4.b.	The General Meeting decided on a cash dividend for financial year 2025 of EUR 1.05 per ordinary share.	100.00%
5.a.	The General Meeting discharged the members of the Executive Board in function during financial year 2025.	97.38%
5.b.	The General Meeting discharged the members of the Supervisory Board in function during financial year 2025.	97.39%
6.a.	The General Meeting appointed KPMG Accountants N.V. to audit the 2027 financial statements.	99.99%

6.b.	The General Meeting appointed KPMG Accountants N.V. to provide limited assurance on the 2027 Sustainability Statement.	99.99%
8.a.	The General Meeting cast a positive advisory vote on the remuneration report for the Executive Board over 2025.	96.53%
8.b.	The General Meeting cast a positive advisory vote on the remuneration report for the Supervisory Board over 2025.	98.84%
9.	The General Meeting appointed Ms. Heather Polinsky as member of the Executive Board.	99.96%
10.a.	The General Meeting reappointed Mr. Michael Putnam as member of the Supervisory Board for two years.	95.47%
10.b.	The General Meeting appointed Mr. Carl Trowell as member of the Supervisory Board for four years.	96.56%
11.a.	The General Meeting designated the Executive Board as the body authorized to grant or issue ordinary shares and/or cumulative financing preference shares.	99.46%
11.b.	The General Meeting designated the Executive Board as the body authorized to limit or exclude pre-emptive rights.	98.47%
12.	The General Meeting authorized the Executive Board to repurchase Arcadis N.V. shares.	99.59%
13.	The General Meeting resolved on cancellation of ordinary Arcadis N.V. shares.	99.97%

The Chair noted that all proposals had been adopted and that the General Meeting had given positive advisory votes on the remuneration reports.

15. Closing

The Chair thanked shareholders for their continued trust in Arcadis. As this was his final meeting as Chair of the Supervisory Board, he expressed confidence in handing over his responsibilities to Mr. Peter de Wit and wished him every success. He added that serving on the Supervisory Board had been a great honour and privilege.

The Chair thanked the attendees for their participation and invited them to join for a drink and snack outside the meeting room. He then closed the meeting.