

Arcadis Policy on Bilateral and Other Contact with Shareholders

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1 INTRODUCTION

Arcadis attaches great value to good relationships with its current and potential shareholders, including institutional and retail investors, employees of Arcadis and other parties (the “shareholders”). The primary task of the Arcadis Investor Relations department (“Investor Relations”) is to establish and maintain relationships and contacts with shareholders and to enter into a dialogue with shareholders, where appropriate. Investor Relations also maintains contacts with equity research analysts, equity sales analysts, corporate access teams and other staff at brokers or banks who advise shareholders or play a role in facilitating or establishing contact between Arcadis and the shareholders (“other market participants”).

Investor Relations aims to provide reliable information to shareholders and other market participants about developments at Arcadis, ensuring inside information and other relevant information about the company that is deemed of interest is equally and simultaneously provided to, or made accessible for, shareholders. This ensures amongst others that shareholders and all other market participants are positioned to make well-informed investment decisions at any given time.

This Arcadis Policy on Bilateral and other Contact with Shareholders provides the principles upon which Investor Relations engages with shareholders and other market participants to provide this information and for shareholders to share feedback. In addition, the Stakeholder Engagement Policy on Sustainable Topics applies to sustainability-related dialogues between Arcadis and its stakeholders, including shareholders.

2 DISSEMINATION OF INFORMATION; CONTACT WITH SHAREHOLDERS AND OTHER MARKET PARTICIPANTS

2.1 Press releases

Inside information is disseminated through regulatory press releases. In this context Arcadis issues press releases on its annual and half-year results and trading updates for the first and third quarter, and announcements on significant organizational, strategic, commercial or ESG developments. Press releases are distributed through a wiring platform and to any individual signed up for Arcadis press releases (Arcadis distribution list). Materials (the press release itself but also presentations or appendices attached to the press release) are made available on the Arcadis website simultaneously.

2.2 Conferences, webcasts, roadshows

Arcadis Investor Relations attends investor conferences, roadshow and individual meetings (either in-person or virtual). Investor conferences are generally made accessible to clients of brokerages or banks, while any individual can reach out to IR@arcadis.com and request for a meeting with Arcadis Investor Relations (contact details available on [arcadis.com](https://www.arcadis.com)).

2.3 Bilateral contacts with shareholders and other market participants

Arcadis regularly engages in bilateral contacts with shareholders and other market participants. Arcadis facilitates dialogues with shareholders and other market participants unless, in the opinion of the Executive Board, this is not in the interests of Arcadis. Generally, the main objective of these

bilateral contacts is to explain the strategy and operational, financial and ESG performance of Arcadis, to answer questions from shareholders and other market participants on information shared with the market and for shareholders and other market participants to share their feedback on Arcadis and developments within Arcadis. For such bilateral contacts Arcadis has established the following rules:

- Bilateral contacts may be offered by of Arcadis, or requested by a shareholder or other market participant;
- Conversations with shareholders and other market participants will at all times be conducted in compliance with applicable rules and regulations, in particular those concerning selective disclosure, market abuse, inside information and equal treatment;
- Conversations with shareholders and other market participants shall in principle be conducted by at least two representatives of Arcadis (the “four-eyes principle”);
- Conversations with shareholders and other market participants shall in principle be conducted by one or more representatives of Investor Relations. At the discretion of Arcadis, designated management representatives may join the conversation;
- If a shareholder enters into a dialogue with Arcadis outside the context of a General Meeting, the shareholder shall disclose his full share position (long and short and through derivatives) at the request of the company, in line with best practice provision 4.2.2 of the Dutch Corporate Governance Code 2022;
- To ensure equal access to company information for all shareholders and other market participants, bilateral conversations shall be based on information that is already in the public domain, with no disclosure of inside or company-confidential information to any shareholders and other market participants. Management representatives participating in these meetings will have been duly trained and approved by Arcadis EB based on Investor Relations team proposals;
- In the unlikely event of a release of inside information during Arcadis’ bilateral contacts with shareholders or other market participants, Investor Relations will ensure that such information is immediately made generally and publicly available if and as required, and in accordance with existing rules and regulations;
- Conversations with shareholders and other market participants will at all times be conducted in compliance with applicable rules and regulations, in particular those concerning selective disclosure, market abuse, price sensitive information and equal treatment. In addition, Arcadis will keep record of history of meeting, participant attendance, main topics and questions discussed during the meeting. It is the responsibility of the Investor Relations team to ensure that this information is updated and maintained.

3 CLOSED PERIODS

In the periods preceding the publication of the full and half-year results as well as the periods preceding the trading updates for the first and third quarter, Arcadis maintains so-called "closed periods", which are made available on the [Arcadis website](#). During these periods Arcadis will in principle not participate in bilateral meetings with shareholders and other market participants and will also refrain from making presentations at financial conferences or to retail investor audiences. Exceptions may apply, for example if communication relates to factual clarifications of previously disclosed information.