

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. Investor Relations also maintains contacts with financial analysts, sales team members and other staff at brokers or banks, and staff at stock exchanges 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 that price sensitive 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 on which Investor Relations engages with shareholders and other market participants to provide this information.

2 DISSEMINATION OF INFORMATION; CONTACT WITH INVESTORS AND OTHER SHAREHOLDERS

2.1 Press releases

Price sensitive information is disseminated through 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 major organization developments. Arcadis also issues press releases with information that may contribute to the positioning of the company and the Arcadis brand with (potential) clients, employees, shareholders and other market participants, such as confirmation of major project wins or relevant client developments.

2.2 Conferences, webcasts, road shows

ARCADIS organizes pre-planned analyst conferences and conference calls which are announced in advance on the Arcadis website and in press releases. These events are generally made accessible to all investment audiences (including shareholders and other market participants) by way of webcasts, while transcripts of these webcasts are made available on the company's website as well. In addition, Arcadis participates in investor road shows and in investor conferences for institutional investors and provides presentations for groups of retail investors.

2.3 Website

Key information is made available on the Arcadis' Investors website (<https://www.Arcadis.com/en/global/investors/>). Background and detail on relevant developments may also be communicated on the company's website.

2.4 Bilateral contacts with shareholders and other market participants

ARCADIS' focus on investor relations also implies that Arcadis regularly engages in bilateral contacts with shareholders and other market participants. Generally, the main objective of these bilateral contacts is to explain Arcadis' strategy and operational performance and to answer questions from shareholders and other market participants on information shared with the market. For such bilateral contacts Arcadis has established the following rules:

- Bilateral contacts may be initiated at the request of Arcadis, or at the request of a shareholder or other market participant;
- Contacts shall in principle be conducted by the CEO and/or CFO accompanied by a representative of Investor Relations, occasionally supported by other Executive Board members and/or operational directors;
- Investor Relations may also hold meetings with shareholders or other market participants without the presence of an Executive Board member, provided that at least two representatives of Arcadis are present during each of these meetings (the "four eyes principle");
- Similar meetings may be held with sell side analysts and sales teams representing brokerages or banks;
- To ensure equal access to company information for all shareholders and other market participants, bilateral explanations and discussions shall be based on

information that is already in the public domain, with no disclosure of price sensitive or company-confidential information to any shareholders and other market participants;

- In the unlikely event of a release of price sensitive 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 regulations;
- Arcadis' contacts 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.

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".

(See <https://www.Arcadis.com/en/global/who-we-are/governance/regulation-regarding-transactions-in-Arcadis-securities/>). During these periods we will in principle not participate in bilateral meetings with shareholders and other market participants, and we 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.