

Minutes of the extraordinary General Meeting of Arcadis N.V., a public limited liability company in Amsterdam (the 'Company' or 'Arcadis'), held on Wednesday 13 December 2023 at 11.00 hrs in Amsterdam.

1. Opening and announcements

The Chair of the meeting, Mr M.P. Lap, Chair of the Supervisory Board of Arcadis N.V., opens the extraordinary General Meeting and welcomes everyone present.

The meeting will be held in the English language. Questions can be asked in Dutch or English. Headsets providing simultaneous translation have been made available.

The Chair points out the emergency exits in the meeting room.

The Chair introduces the members of the Executive Board, Mr Alan Brookes, CEO and Ms Virginie Duperat, CFO.

The Chair confirms that the convocation and the agenda were published on the Company's website on 20 October 2023. The holders of registered shares have received the convocation and agenda by email. The agenda with explanatory notes have been made available in Dutch and English on the Company's website and on ABN AMRO's e-voting website.

The Chair notes that the meeting has been duly convened and that the meeting documents have been made available.

The Chair introduces Mr Ronald Rosenboom who is present on behalf of Intertrust Management B.V., an independent third party through whom shareholders can cast their votes in this meeting.

The Chair appoints Ms Marja van Ravenstein as Secretary of the Meeting. The minutes will be drawn up by Ms Anne Baksteen. As always, once adopted, the minutes will be made available on the Arcadis website.

The Chair informs the meeting that the Company is required by law to determine the number of votes and shares as per the date of convocation (20 October 2023), as per the record date (15 November 2023) and as per meeting date. This information has been posted on the Company's website. The number of shares and votes represented in this meeting also need to be established. The Chair will give this information when it is available.

The Chair mentions that there are two voting items on today's agenda. Shareholders present will be able to cast their vote for an agenda item when he opens the vote for that particular item.

The Chair continues with the first voting item.

2.a Composition of the Supervisory Board; appointment of Ms L.M. Morant (for resolution)

The Supervisory Board is submitting a non-binding nomination for the appointment of Ms Linda Morant as member of the Supervisory Board. The Supervisory Board set the objective to find a candidate with thorough knowledge and understanding of digital technologies and transformation. Ms Morant has over 20 years of experience working to drive transformation and growth in a wide range of sectors and international markets, including at BP, Microsoft and Nokia. She is currently the Chief Digital Officer at The Crown Estate in London.

Ms Morant will provide important oversight and challenge to Arcadis as it accelerates its internal digital transformation to increase productivity and knowledge sharing. In addition, she will provide valuable insight as the Company expands its software and data-based services to clients.

The Supervisory Board proposes that Ms Morant be appointed as a member of the Supervisory Board immediately after this extraordinary General Meeting. The appointment will be for a period of four years and will continue through the end of the annual General Meeting in 2027 and any adjournment thereof. If appointed, Ms Morant will become a member of the Sustainability Committee and a member of the Remuneration Committee.

Ms Morant complies with the independence criteria of the Dutch Corporate Governance Code and the profile drawn up by the Supervisory Board. She also complies with the statutory regime limiting the number of supervisory positions that may be held by members of the Supervisory Board under the Dutch Civil Code. Further details about Ms Morant can be found in the explanatory notes to the agenda.

The Chair thanks Ms Morant for joining the meeting and gives her the opportunity to introduce herself.

The Meeting does not have any questions or comments.

The Chair informs the Meeting that on the record date (Wednesday 15 November 2023) a total of 89,972,929 shares were outstanding. In this meeting 74,325,635 shares and votes are represented, which is 82.61% of the total amount of outstanding shares.

The Chair proceeds to the vote and asks the General Meeting to appoint Ms Linda Morant to the Supervisory Board of Arcadis N.V.

The Chair closes the voting. The voting result is shown on the screen. The Chair notes that the General Meeting has decided to appoint Ms Morant as a member of the Supervisory Board. He welcomes Ms Morant to the Supervisory Board and thanks the shareholders for their confidence.

2.b Composition of the Supervisory Board; appointment of Mr P. de Wit (for resolution)

The Supervisory Board is submitting a non-binding nomination for the appointment of Mr Peter de Wit as member of the Supervisory Board. The Supervisory Board set the objective to find a candidate with extensive international strategy consulting experience who can help coach, develop and challenge

Arcadis leadership on a wide range of topics, including sustainability strategy, large scale performance transformation and digital intelligence.

Mr De Wit spent over 20 years in leadership roles at McKinsey in Amsterdam, where he is currently a Senior Board Counselor. His experience in leading a large people-driven organization and advising boards and businesses worldwide will greatly benefit Arcadis. Mr De Wit will counsel and challenge Arcadis in its efforts to develop more strategic relationships with its large clients in their efforts to accelerate their paths to Net Zero.

The Supervisory Board proposes that Mr De Wit be appointed as a member of the Supervisory Board immediately after this extraordinary General Meeting. The appointment will be for a period of four years and will continue through the end of the annual General Meeting in 2027 and any adjournment thereof. If appointed, Mr De Wit will become a member of the Audit & Risk Committee and a member of the Selection Committee.

Mr De Wit complies with the independence criteria of the Dutch Corporate Governance Code and the profile drawn up by the Supervisory Board. He also complies with the statutory regime limiting the number of supervisory positions that may be held by members of the Supervisory Board under the Dutch Civil Code. Further details can be found in the explanatory notes to the agenda.

The Chair thanks Mr De Wit for attending the meeting in person. He asks Mr De Wit to introduce himself to the shareholders.

As there are no questions or comments the Chair proceeds to the vote. He asks the General Meeting to appoint Mr Peter de Wit to the Supervisory Board of Arcadis N.V.

The Chair notes that the General Meeting has decided to appoint Mr De Wit as a member of the Supervisory Board.

The Chair welcomes Mr De Wit to the Supervisory Board.

3. Any other business

The Chair asks the Meeting if there are any further questions or comments. As there are none, the Chair continues with the last agenda item.

4. Closure

The Chair thanks those present for attending the extraordinary General Meeting and wishes everyone a safe journey home.