

**Minutes of the Extraordinary General Meeting of Arcadis N.V.
held on Tuesday, 30 September 2025 in Amsterdam**

1. Opening and Notifications

The Chair, Michiel Lap, opened the extraordinary General Meeting of Arcadis N.V. and welcomed everyone present.

The meeting was held in the English language. Questions could be asked in Dutch or English. Headsets providing simultaneous translation were made available.

The Chair pointed out the emergency exits in the meeting room and provided instructions for evacuation in case of emergency.

The Chair introduced the members of the Executive Leadership Team present: Mr. Alan Brookes, CEO and Chair of the Executive Board, and Ms. Emily Barker, Global General Counsel.

Also present was Mr. Bart Jan Kuck, notary and external legal advisor to the Company. Mr. Ronald Rosenboom attended on behalf of CSC Financial Services (Netherlands) B.V., acting as an independent third party for shareholder voting.

The Chair confirmed that the convocation and agenda were published on the Company's website on Friday 15 August 2025. Holders of registered shares received the invitation and agenda by email. The full agenda with explanatory notes was made available on the Company's website and ABN AMRO's e-voting platform.

The Chair noted that the meeting was duly convened and that all meeting documents were adequately available.

The Chair informed the meeting that the Company is required by law to determine the number of votes and shares as per the date of convocation, record date, and meeting date. This information was posted on the Company's website. The number of shares and votes represented in this meeting was confirmed as follows:

- Outstanding shares as of the record date: 89,629,388
- Shares/votes represented at the meeting: 76,921,857 (85.82% of outstanding shares)

The Chair appointed the Global General Counsel to prepare the minutes. Once adopted, the minutes will be made available on the Arcadis website.

2. Composition of the Executive Board; Appointment of Mr. Simon Crowe

Following the announcement on 5 March 2025 of Ms. V.J.H. Duperat's departure as CFO and member of the Executive Board of Arcadis, the Supervisory Board initiated a thorough selection process for a new CFO. The profile for the CFO role was defined based on the Arcadis strategy, financial strategy, ongoing business requirements, and the current financial situation of the company.

The Supervisory Board emphasized quality, expertise, and experience, as specified in the position profile, and considered the 2025 Diversity and Inclusion Policy of the Executive Board. Both external and internal candidates were considered, which led to the nomination of Mr. Simon Crowe .

The Supervisory Board proposed the appointment of Mr. Simon Crowe as a member of the Executive Board, effective immediately following the closing of this Extraordinary General Meeting. If appointed, Mr. Crowe will serve as CFO of Arcadis and become a member of the Arcadis Executive Leadership Team as well. The appointment will continue through the end of the annual General Meeting in 2029 and any adjournment thereof.

Further details on Mr. Crowe were made available in the explanatory notes to the agenda.

The Chair thanked Mr. Crowe for joining the meeting and gave him the opportunity to introduce himself.

Mr. Crowe highlighted his 30 years of international finance and CFO experience, his collaborative leadership style, and his enthusiasm for joining Arcadis, noting the strong alignment between his values and those of the company.

There were no questions or comments from the meeting.

The Chair proceeded to the vote and asked the General Meeting to appoint Mr. Simon Crowe to the Executive Board of Arcadis N.V.

Voting results were shown on screen:

For: 76,884,087 (99.98%)

Against: 19,137 (0.02%)

Abstain: 18,633

The Chair noted that the General Meeting had decided to appoint Mr. Crowe as a member of the Executive Board. He welcomed Mr. Crowe to the Executive Board and thanked the shareholders for their confidence.

3. Any Other Business

The Chair asked the meeting if there were any further questions or comments. As there were none, the Chair proceeded to closing.

4. Closing

The Chair thanked those present for attending the Extraordinary General Meeting and wished everyone a safe journey home.