

## Remuneration Mr. Alan Brookes

Mr. Alan Brookes will be appointed as member of the Executive Board and Chief Executive Officer of Arcadis N.V. with effect from May 12, 2023. In accordance with Principle 3.4 and best practice provision article 3.4.2 of the Dutch Corporate Governance Code 2016, the main elements of the contract of Mr. Brookes with Arcadis N.V. are described below.

Mr. Brookes is entitled to the following remuneration package:

- A fixed compensation of EUR 701,000 gross per annum
- The short-term variable remuneration ranges from 0% to 85% of the fixed compensation, with 50% being the target. The short-term variable remuneration is payable in cash. The payment is made in March, the year following the year of review.
- The long-term variable remuneration ranges from 0% to 181,5% of the fixed compensation, with 110% being the target.

The long-term variable remuneration serves to align the interests of the members of the Executive Board with long-term interests of the Company and its shareholders. Members of the Executive Board annually receive conditional performance shares. The conditional performance shares vest after three years and are subject to achievement of performance criteria. The shares must be held for two more years.

Mr. Brookes doesn't participate in the Arcadis Dutch pension scheme. Rather he receives a compensation for the employer contribution as he were to be part of the Dutch pension scheme. In addition, he receives a compensation for the pension contribution for the part of the salary that is not pensionable.

Mr. Brookes is entitled to a severance compensation that is maximized at one-year gross annual fixed compensation (so excluding variable remuneration and other elements such as expense allowance and pension contributions). In accordance with the Dutch Corporate Governance Code, severance compensation will not be awarded if the Executive Board membership and/or the management agreement is terminated early at the initiative of the Executive Board member, or in the event of seriously culpable or negligent behavior on the part of the Executive Board member.

## Remuneration Mrs. Virginie Duperat-Vergne

Mrs. Virginie Duperat-Vergne was appointed as member of the Executive Board and Chief Executive Officer of Arcadis N.V. with effect from September 14, 2020. In accordance with Principle 3.4 and best practice provision article 3.4.2 of the Dutch Corporate Governance Code 2016, the main elements of the contract of Mr. Duperat with Arcadis N.V. are described below.

Mrs. Duperat is entitled to the following remuneration package:

- A fixed compensation of EUR 504,000 gross per annum
- The short-term variable remuneration ranges from 0% to 85% of the fixed compensation, with 50% being the target. The short-term variable remuneration is payable in cash. The payment is made in March, the year following the year of review.
- The long-term variable remuneration ranges from 0% to 165% of the fixed compensation, with 100% being the target.

The long-term variable remuneration serves to align the interests of the members of the Executive Board with long-term interests of the Company and its shareholders. Members of the Executive Board annually receive conditional performance shares. The conditional performance shares vest after three years and are subject to achievement of performance criteria. The shares must be held for two more years.

Mrs. Duperat participates in the Dutch Arcadis Pension Scheme. This pension scheme provides for pension accrual according to a Collective Defined Contribution method up to the statutory salary maximum. For the salary above this statutory maximum, a compensation is provided. In line with the pension scheme, the Company pays 73% and the Executive Board member pays 27% of the total pension contribution.

Mrs. Duperat is entitled to a severance compensation that is maximized at one-year gross annual fixed compensation (so excluding variable remuneration and other elements such as expense allowance and pension contributions). In accordance with the Dutch Corporate Governance Code, severance compensation will not be awarded if the Executive Board membership and/or the management agreement is terminated early at the initiative of the Executive Board member, or in the event of seriously culpable or negligent behavior on the part of the Executive Board member.