

Executive Board Portfolio
July 2024

| | | Marije Hulshof, CEO | Jasper de Wit, CFO | Erik Oostwegel, CCO |
|-------------------------|---|---------------------|--------------------|---------------------|
| Strategic themes | Business performance | x | x | x |
| | Strategy development and execution | x | x | x |
| | > Enhancing Society Together | x | | |
| | > Strategic financial planning | | x | |
| | > Business Transformation | x | | |
| | o Enterprise architecture | x | | |
| | o Commercial strategy & key clients relations | | | x |
| | o M&A | | | x |
| Business Lines | Mobility & Infrastructure | x | | |
| | Industry & Buildings | x | | |
| | Water & Maritime | x | | |
| | Digital | x | | |
| | Southern Africa | | x | |
| Corporate Groups | Brand, Marketing & Communications | x | | |
| | Legal Affairs | | x | |
| | Finance | | x | |
| | Audit, Integrity, Risk | x | | |
| | Human Resources Management | x | | |
| | Workplace Solutions | | x | |
| | Strategy | x | | |
| | Strategy execution Office | x | | |
| | Operational Excellence and Risk Management | x | | |
| Boards | Supervisory Board | x | | |
| | > Audit Committee | | x | |
| | > Remuneration and Appointment Committee | x | | |
| | Shareholders Boards | x | | |
| | Executive Board | x | | |
| | Executive Council | x | x | x |
| | Company Secretary | x | | |
| | Young RHDHV | x | | |
| | Risk Assessment Board | | | x |
| Other | Leading Professionals | | | x |
| | Project Health Check | | | x |
| | Corporate Sustainability Reporting Directive (CSRD) | | x | |
| | Diversity | x | | |
| | Works Council NL | x | | |
| | Pension NL | | x | |
| | Pension UK | | x | |
| | Crisis Management | x | | |