

CORPORATE GOVERNANCE DECLARATION

This declaration has been placed on the website of Royal Boskalis Westminster N.V. ("Boskalis") in accordance with article 2a of the Besluit inhoud bestuursverslag as amended on 1 January 2018 (hereinafter the "Besluit"). For the statements in this declaration as stipulated in articles 3, 3a and 3b of the Besluit reference is made to the relevant pages in the Annual Report 2020. The following statements are deemed to be included and repeated herein:

- the statement relating to the compliance with the principles and best practices of the Corporate Governance Code 2016 (hereinafter the "Code"), including the motivated deviation of the compliance of the Code, to be found on page 72 of the Annual Report in the chapter "Corporate Governance";
- the statement concerning the most important characteristics of the control and risk management systems in relation to the process of the financial accounting of the company and the Group as included in the Annual Report in the paragraph "Risk Management" on page 62;
- the statement about the functioning of the General Meeting of Shareholders and the most important powers thereof as well as the rights of shareholders and how these may be executed, as described in the chapter "Corporate Governance" on page 72 of the Annual Report;
- the statement regarding the composition and functioning of the Board of Management as included in the "Report of the Board of Management" on page 36 of the Annual Report and "Members of the Board of Management" on page 161;
- the statement relating to the composition and functioning of the Supervisory Board and its Committees, as incorporated in the "Report of the Supervisory Board" on page 24 and "Members of the Supervisory Board" on page 160 of the Annual Report;
- the statement in accordance with Decree Article 10 of the EU Directive on takeover bids as included in the Annual Report on page 164.
- The Diversity Policy of Boskalis is available on the website of the company (www.boskalis.com). The execution of the Diversity Policy is described on page 73 of the Annual Report in the Chapter "Corporate Governance".

Papendrecht / Sliedrecht, 3 March 2021

Board of Management

dr. P.A.M. Berdowski, chairman
T.L. Baartmans
B.H. Heijermans
C. van Noort