

Remuneration policy Supervisory Board Ordina N.V.

A. General

- 1 This document sets out the 2020 remuneration policy for the Supervisory Board of Ordina N.V. (the Supervisory Board) adopted by the General Meeting of Ordina N.V. (hereinafter: Ordina) on 2 April 2020 and effective as from 1 January 2020.
- 2 The remuneration policy, with proper substantiation, shall be reviewed upon each substantive change and at least every four years after its adoption and submitted to the General Meeting for adoption. The (remuneration, nomination and HR committee of the) Supervisory Board will draw up a proposal for this purpose, no later than the date the General Meeting in question is convened, including a description and explanation of the most important changes. Ordina's Works Council will be given the opportunity to issue a recommendation when such a proposal is drawn up and such no later than prior to the convocation of the General Meeting in question. If this recommendation is not followed or not followed in full, the Supervisory Board will also provide the General Meeting with a written justification for deviating from the recommendation.

B. Principles

- 3 The aim of the remuneration policy is to enable Ordina to attract capable members for its Supervisory Board. In addition, Ordina wishes to pay its Supervisory Board members a remuneration that reflects the time they spend and the responsibilities of the position. The level of the remuneration is in line with market practices.
- 4 The remuneration that Ordina awards its Supervisory Board members is designed to encourage them to perform their duties properly, with due regard for Ordina's identity, mission and values.
- 5 A member of the Supervisory Board does not receive any performance-related remuneration.
- 6 No shares and/or rights to shares are granted to a Supervisory Board member by way of remuneration. The shares held by a supervisory board member in the company of which he is a supervisory board member are for long-term investment purposes.
- 7 Various stakeholders are involved in drawing up and adopting the remuneration policy, including in any event the Works Council and shareholders, to arrive at a remuneration policy that has the support of a public that is relevant to Ordina.

C. Components of the remuneration

- 8 Supervisory Board members receive a remuneration in accordance with the table below. Payment takes place every six months (June and December). In the event of a new appointment or resignation in any given year, payment will be pro rata.

Role	Amount (EUR)*
Chairman Supervisory Board	60,000
Member Supervisory Board	40,000
Chair committee	7,500
Member committee	5,000

* no fixed expenses allowance and no annual indexation applicable

D. Agreement and terms

- 9 A member of the Supervisory Board shall in principle be appointed or reappointed for a period of four years.
- 10 A member of the Supervisory Board is not entitled to any pension or retirement schemes.
- 11 There are no written fixed-term agreements between Ordina and members of the Supervisory Board that include supplementary agreements regarding periods of notice, early retirement arrangements or termination and payment upon termination.

E. Loans

- 12 Ordina does not issue loans, bank guarantees or the like to members of the Supervisory Board.

F. Key changes

- 13 There have been no substantive changes compared to the policy adopted by the General Meeting on 26 April 2018.