

EXOR N.V.

POLICY ON BILATERAL CONTACTS WITH SHAREHOLDERS

INTRODUCTION

This is the policy of EXOR N.V. (the **Company**) in respect of bilateral contacts with (potential) shareholders of the Company established pursuant to best practice provision 4.2.2 of the Dutch Corporate Governance Code.

BILATERAL CONTACT WITH SHAREHOLDERS

1. The Company endorses the standpoint of the Dutch Corporate Governance Code that a dialogue with shareholders, even outside the context of a formal shareholders' meeting, can be useful for both investors and the Company.
2. The Company reserves the right, at its discretion, to accept invitations from shareholders or from parties representing shareholders and to enter into such dialogue.
3. Prior to taking a decision on whether or not to accept an invitation from a shareholder to conduct a dialogue outside the context of a formal shareholders' meeting, the Company may request a shareholder to provide further clarification on his views, objectives and/or short- or long-term investment intentions.
4. If a member of the Board of Directors or any other representative of the Company communicates bilaterally with a shareholder, either in person, by telephone, by video or webcast, in writing or otherwise, he or she must ensure that no non-public information is disclosed at any time.
5. If non-public information is accidentally disclosed during bilateral contacts with a shareholder, the Company will publish this information as soon as possible, all in accordance with applicable laws and regulations. The shareholder to whom this non-public information has been disclosed unintentionally shall be bound by strict confidentiality and by an undertaking not to trade in shares of the Company until the Company has disclosed this information through a press release.
6. The Board of Directors is authorized to withdraw or amend this policy. The Board of Directors reserves the right to deviate from this policy.
7. For any requests for contact with the Company or any questions about this policy or in relation to the Company shares, its strategy, activities or financial results, please contact Investor Relations at ir@exor.com.