

## BOARD ROTATION PLAN

Name	Position	First appointed	End of current term	Final Retirement Max. 8 (12) years
Mr. J. Elkann	Executive Director (Chairman and CEO)	11 December 2016	AGM 2023	Not applicable
Mr. A. Nasi	Non-Executive Director (Vice-Chairman)	11 December 2016	AGM 2023	2024 (28)
Mr. A. Agnelli	Non-Executive Director	11 December 2016	AGM 2023	2024 (28)
Mr. J. Bae	Non-Executive Director	29 May 2018	AGM 2023	2026 (30)
Ms. M. Bethell	Non-Executive Director	30 May 2017	AGM 2023	2025 (29)
Mr. M. Bolland	Senior Non-Executive Director	11 December 2016	AGM 2023	2024 (28)
Mrs. L. Debroux	Non-Executive Director	30 May 2017	AGM 2023	2025 (29)
Mrs. G. Elkann	Non-Executive Director	11 December 2016	AGM 2023	2024 (28)
Mr. A. Horta-Osório	Non-Executive Director	11 December 2016	AGM 2023	2024 (28)

Members of the Board of Directors of EXOR N.V. shall retire periodically in accordance with this rotation plan. The Directors reappointed at the 2020 Annual General Meeting of Shareholders are reappointed for a term of three years until the closure of the Annual General Meeting of Shareholders in 2023. The Board of Directors shall ensure that sufficient directors are (re)appointed at the 2023 Annual General Meeting of Shareholders.

The non-executive directors may at any time amend the rotation plan. Amendments to the rotation plan, however, do not permit a sitting director to remain in office for a longer period than appointed for, or allow that he is asked to retire before his term has expired.

Each non-executive director can be in office for a maximum of 12 years. For a reappointment after eight years, reasons must be provided in the report of the non-executive directors. There is no maximum term for executive directors.

\*\*\*