



KPN Integrated Annual Report 2021



**Connecting everyone
in the Netherlands**
to a sustainable future

● Remuneration Report

Remuneration Report

Letter from the Chair of the Remuneration Committee

Dear stakeholder,

On behalf of the Remuneration Committee, I am pleased to report on the activities of the Committee in 2021 and to present the Remuneration Report 2021. This Remuneration Report was prepared in line with the requirements stemming from the implementation of the Shareholder Rights Directive in Dutch law and will consequently be submitted to the General Meeting of Shareholders for an advisory vote. The Remuneration Report 2020 was submitted to the AGM for an advisory vote in April 2021 and resulted in a 97.39% voting 'for' and 2.61% voting 'against'. Given this outcome, no material changes were considered with regard to the underlying guiding principles of the Remuneration Report 2021.

The remuneration policy was last amended by the General Meeting of Shareholders in April 2020. The objective of the remuneration policy for the Board of Management is to attract, reward and retain necessary leadership talent, in order to support the execution of the company's strategic objectives.

We made good progress on the execution of our strategy in 2021 and our financial results were solid and continue to reflect a mix of an ongoing competitive environment and the impact of our strategic actions. Our long standing emphasis on sustainability remains an important part of our foundation. We continuously work towards reducing our ecological footprint, while helping our customers to limit theirs. Our Accelerate to Grow strategy focuses on accelerating our fiber roll-out, growing our customer footprint, improving the digital customer experience for families and businesses and renewing our way of working. The Remuneration Committee believes that the main principles of the remuneration policy for the members of the Board of Management supports this strategy, so that there is no need to update this policy.

As part of its annually recurring tasks, the Committee defined the level of pay-out for individual members of the Board of Management as part of the STI plan 2020 and LTI grant 2018, and determined the financial and non-financial targets and performance criteria for the STI and LTI plans 2021. In the second half of the year, the Committee received updates on anticipated pay-out levels and scenarios in this respect. The Committee evaluated the KPI's used for both the STI and LTI plans going forward and proposed to the Supervisory Board to make certain changes thereto as of the plans to be issued in 2022, most notably to the non-financial metrics applied. All changes proposed fit within the existing remuneration policy, so that no

amendments to the policy would be necessary. The Chairman of the Committee, together with the Chief People Officer, also discussed the remuneration policy and its application with the Central Works Council. During an annual evaluation meeting with the individual members of the Board of Management, the Committee took note of their views on their own remuneration. Also in 2021, the Committee considered whether the COVID-19 pandemic would be a reason to take specific measures related to the remuneration of the members of the Board of Management and concluded that there were no reasons to deviate from the agreed executive remuneration schemes.

I trust that the Remuneration Report on the next pages provides our stakeholders with the relevant information on the implementation of the company's remuneration policy.

Peter Hartman
Chairman of the Remuneration Committee

Remuneration Report

Remuneration policy of the Board of Management

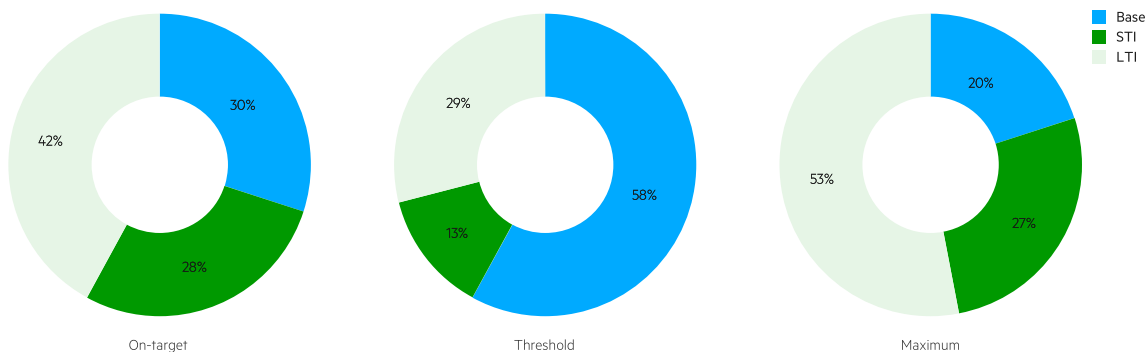
The main principles of KPN's remuneration policy, as described below, are based on a balanced approach between market competitive standards, the ratio between fixed and variable pay and the economic and social contribution of the company linked to the non-financial parameters of the variable pay:

- Paying at market-competitive level, considering all fixed and variable components of the remuneration policy, achieved through benchmarking against an employment market peer group
- Pay-for-performance by driving financial and non-financial performance that generates long-term sustainable and profitable growth. Target remuneration aims at 30-40% of pay in base pay and 60-70% in variable pay in order to maintain a strong alignment with the company's financial performance goals and long-term value creation strategy

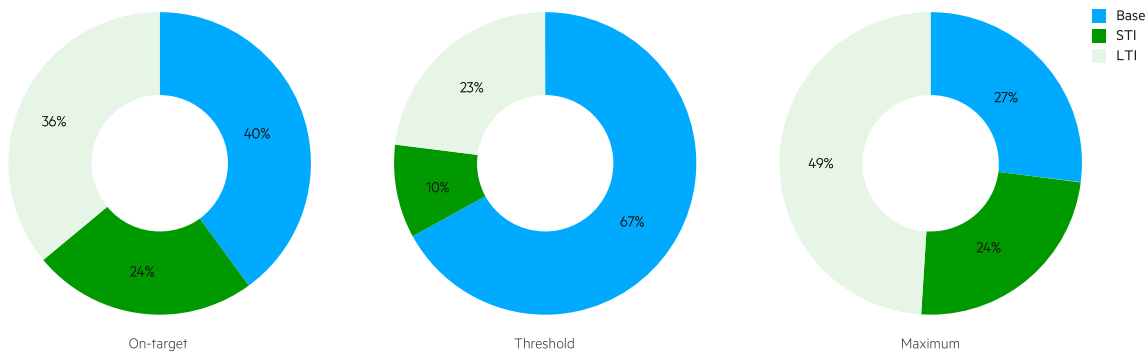
- Differentiating by experience and responsibility through alignment of the pay with the responsibilities, relevant experience, required competences and performance of individual jobholders
- Balancing all stakeholder interests, including the views of shareholders and society, including dialogue with the works council, by complying with best practices in corporate governance, defining targets for the variable pay plans based on financial and non-financial targets and a transparent and clear remuneration.

The following pie charts represent the fixed/variable pay mix for both the CEO and other Board members in the case of an on-target, threshold and maximum performance of the assigned financial and non-financial targets.

CEO



Other Board members



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KPN uses the following employment market peer group that consists of Dutch-listed and European sector-specific companies:

Companies:

Akzo Nobel	ASML	Telecom Italia
DSM	Signify	Telenor
Randstad	Telecom Austria	Proximus
Ahold Delhaize	Telefónica Deutschland ¹	Swisscom
Philips	Telia Company	

¹ Telefónica Deutschland replaced Iliad in the peer group as Iliad was delisted on 14 October 2021 after a tender offer

The employment market peer group is used as a reference to evaluate the overall market-competitive pay-level for the members of the Board of Management.

Main features of the short-term and long-term incentive plans:

Short-term incentive (STI) plan

Component	Short-term incentives
Form of compensation	Cash, possible pay-out for maximum 50% in shares, if share ownership guideline levels have not yet been reached
Value determination (on-target level)	CEO: 90% of base salary and other members Board of Management: 60% of base salary
Financial- and non-financial targets	Financial (70% weight) and non-financial targets (30% weight), subject to the financial circuit-breaker; linear vesting
Scenario at or below threshold performance	At threshold: 25% of the on-target incentive paid. Below threshold: no pay-out
Scenario on-target performance	100% of the on-target incentive paid
Scenario maximum performance	150% of the on-target incentive paid

Long-term incentive (LTI) plan

Component	Long-term incentives
Form of compensation	Shares
Value determination (on-target level)	CEO: 135% of base salary and other members of the Board of Management: 90% of base salary
Financial- and non-financial targets	Financial (70% weight) and non-financial targets (30% weight); linear vesting
Scenario at or below threshold performance	At threshold: 25% of granted shares vest (TSR 75%, i.e. 50th percentile peer group). Below threshold: no vesting
Scenario on-target performance	100% of the granted shares vest (for TSR linear between 50th percentile and first position peer group)
Scenario maximum performance	200% of the granted shares vest (for TSR first position in the peer group)
Holding period	3 years after vesting

Remuneration of the Board of Management in 2021

The actual remuneration of the members of the Board of Management was determined by the Supervisory Board according to the remuneration policy as approved by the AGM.

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Remuneration packages of the individual current members of the Board of Management:

Member	Position	Base salary (EUR)	On-target STI (% base salary)	On-target LTI (% base salary)
Joost Farwerck	Chief Executive Officer	875,000	90%	135%
Chris Figee	Chief Financial Officer	675,000	60%	90%
Jean-Pascal van Overbeke	Chief Consumer Market	650,000	60%	90%
Marieke Snoep	Chief Business Market	650,000	60%	90%
Babak Fouladi	Chief Technology & Digital Officer	650,000	60%	90%
Hilde Garssen	Chief People Officer	500,000	60%	90%

Annual base salary

The base salary levels of the Board of Management were not adjusted in 2021. The Committee considered possible amendments to the base salaries of the members of the Board of Management, which had not been changed since their

appointment in December 2019. It concluded to decide on this in the course of 2022, taking due account of any changes to the base salaries of the company's employees under the collective labor agreement.

Details actual pay-out level STI

Plan	Target	Weight	Bandwidth pay-out level			Performance	Actual pay-out %	Outcome		
			Minimum	On-target	Maximum			Minimum	On-target	Maximum
STI 2021 Financials (70% weighting):										
- Adjusted EBITDA-AL		20%	25%	100%	150%	103%	21%			
- Service Revenue		25%	25%	100%	150%	121%	30%			
- FCF		25%	25%	100%	150%	117%	29%			
Non-financials (30% weighting):										
- NPS NL		20%	4	7	10	9.5	28%			
- Employee engagement		10%	51%	54%	57%	54.36%	11%			
Total pay-out level		100%					118.96%			

The STI 2021 outcome reflects the fact that we delivered on our financial guidance aspects for 2021, supported by our continuing solid progress on simplification and digitalization. KPN remains fully on track with the execution of its strategy while maintaining a robust liquidity position. We continued to execute disciplined cost control which, supported by higher than target Group service revenues, resulted in solid growth in adjusted EBITDA after leases and FCF. Engagement scores were based on the employees' views about the future of the company, including their individual contribution to this, and the improvement in the implementation of straightforward processes. The on-target level was set at 54% with a minimum and maximum bandwidth of 51% and 57%. The actual performance of 54.36% was slightly above the

assigned on-target level, mainly driven by the high-end scores of the employees views about the future of the company and their individual contribution. Although the employees were more positive on the implementation of straightforward processes when compared to last year, there is still a need to further improve our processes as part of a more simplified operating model. The commitment our employees showed towards customer centricity has been paying off, as illustrated by an NPS growth for both the Business and Consumer market. Based on an on-target NPS NL target of 7 set at the beginning of the year, with a minimum and maximum bandwidth of 4 and 10, the actual performance ended up at 9.5.

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Members of the Board of Management are encouraged to acquire company shares equal to 250% of base salary for the CEO and 150% of base salary for the other members of the Board of Management. To further stimulate reaching the anticipated share

ownership levels, the STI is paid out, after deduction of taxes, for maximum 50% in shares if the share ownership guideline levels have not yet been reached.

Details actual pay-out (vesting) level LTI 2019: vesting period 2019-2021

Plan	Target	Weight	Bandwidth vesting level			Performance	Actual vesting %	Outcome		
			Minimum	On-target	Maximum			Minimum	On-target	Maximum
LTI 2019 Financials (70% weighting):										
- TSR versus peer group		25%	75% 10th position	100% linear vesting	200% 1st position	102.8%	26%			
- FCF		45%	25%	100%	200%	40.6%	18%			
Non-financials (30% weighting):										
- Reputation target		15%	66.7	67.2	69.3	71.3	30%			
- Circularity target		15%	78%	82%	89%	83.5%	18%			
Total vesting level		100%					921%			

For the LTI plan issued in 2019, the financial targets were based on relative TSR, 25% weight, and free cash flow, 45% weight and the non-financial targets were determined based on circularity and reputation, each with a weight of 15%. The LTI plan 2019 vests in April 2022 and the final TSR performance will be determined in mid-February 2022. The LTI plan vested based on the TSR performance that put KPN in eight position in the TSR reference peer group that consists of 20 companies (i.e. STOXX 600 Europe Telecom index), supported by KPN's growing dividend and share buyback program. During the vesting period 2019-2021, KPN's results on cumulative free cash flow, supported by a strong cost savings discipline, performed above the ambitious threshold level of the bandwidth which contributed to a strong liquidity position at the end of 2021.

The reputation target is based on external data measured by RepTrak, the leading international organization devoted to advancing knowledge about corporate reputations. The external data are independently collected through an online survey among a representative sample of the general public. The bandwidth of the reputation target is based on the 12-month moving averages of the data collected by RepTrak prior to the vesting period. The reputation target for the LTI plan 2019 was set based on three attributes, i.e. 'well organized company', 'excellent managers' and 'positive influence on society'. The two attributes 'excellent managers' and 'well-organized company' were selected as main drivers to measure the successful implementation and execution of the new strategy, while the attribute 'positive influence on society' was selected for KPN's continuous commitment to Dutch society. The composite performance of the three attributes was 71.3 and outperformed the maximum level of the bandwidth set

at 69.3, indicating a significant growth as part of the continuous improvement in KPN's reputation during the vesting period 2019-2021. In the vesting period KPN particularly improved on 'positive influence on society', one of the most impactful drivers of reputation. This is also the outcome of KPN continued contribution to society, sustainable operations and its vital role in society during the pandemic.

Circularity was selected as a non-financial target to reflect our long-term ambition on sustainability. We built a road-map to reach our ambition of having close to 100% circular operations by 2025. This roadmap is governed by the Energy & Environmental Board. The circularity target was aligned to a close to 100% performance on re-use and recycling (i.e. outflow of materials and waste) by 2025. The on-target ambition for the performance period 2019-2021 on reuse and recycling was set at 82% versus a baseline of on or about 75% in 2018. The actual outcome in the performance period 2019-2021 is 83.47% and therefore well above the on-target level. This reflects the significant effort by our suppliers to improve transparency and timely reporting in our value chains across all significant materials flows.

Targets LTI 2021, vesting period 2021-2023

For the LTI plan issued in 2021, the financial targets are based on relative TSR with a 25% weighting and free cash flow with a 45% weighting. Under the LTI plan, the Supervisory Board selects each year two non-financial targets based on a predetermined set of five strategic categories. The non-financial targets for the LTI plan 2021 have been determined based on circularity and reputation, each with a weighting of 15%.

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Circularity was selected as a non-financial target to reflect our long-term sustainability ambitions. The circularity target was aligned to a close to 100% performance on reuse and recycling (i.e. outflow of materials and waste) by 2025. The on-target ambition for the performance period 2021-2023 on reuse and recycling was set at 85% versus a baseline of approximately 81% in 2020. As part of our close to 100% circular ambition we collaborate with our partners to optimize our value chain towards our ambition of zero waste by 2025.

Reputation was selected as a non-financial target to maintain continued focus on our role in Dutch society during the execution

of our 'Accelerate to Grow' strategy. The attribute 'well-organized company' was selected as a main driver to measure the successful implementation and execution of our strategy, while the attribute 'positive influence on society' was selected for KPN's continuous commitment to Dutch society. A new attribute 'strong prospects for growth' was selected to focus on the importance of a perspective for growth during the performance period 2021-2023. The on-target ambition for the composite performance of the three new attributes was set at 74.4 by the end of 2023. In line with KPN's growth strategy and the consistently strong performance on the reputation KPIs, KPN decided to set the targets for LTI 2021, vesting period 2021-2023, at an even higher ambition level.

Actual received remuneration of the Board of Management (in thousands of EUR)

See Note 5 for full disclosure of remuneration cost under IFRS principles (also including former members).

Name	Position	Year	Base	STI ¹	Actual vested LTI	Pension cost	Social security/ other compensation ²	Total ³	% Fixed ⁴	% Variable ⁴
Joost Farwerck	CEO	2021	875	937	900	213	30	2,955	32%	68%
		2020	875	676	545	185	20	2,301	42%	58%
Chris Figee	CFO ⁵	2021	675	482		110	37	1,304	58%	42%
		2020	619	319		100	34	1,072	66%	34%
Jean-Pascal van Overbeke	CCM	2021	650	464	580	153	15	1,862	38%	62%
		2020	650	335	224	124	15	1,348	54%	46%
Marieke Snoep	CBM	2021	650	464	460	117	30	1,721	41%	59%
		2020	650	335		106	30	1,121	66%	34%
Babak Fouladi	CTDO	2021	650	464	580	125	13	1,832	38%	62%
		2020	650	335		124	14	1,123	66%	34%
Hilde Garssen	CPO	2021	500	357	190	82	15	1,144	48%	52%
		2020	500	257		82	15	854	66%	34%

1 The 2021 amounts give an indication of the value of the shares that will vest in April 2022 related to the LTI 2019. The LTI 2018 vested in April 2021 based on the share price on the actual vesting date (2020 amounts).

2 In addition to social security, the stated amounts include allowances that can be considered as indirect remuneration and relates to the value for the private use of the company car.

3 All remuneration was borne by KPN B.V, please see Note 5 to the Consolidated Financial Statements for the individual pension benefits, on cost and social security.

4 Excluding pension cost, social security and other compensation.

5 Actual remuneration since appointment to the Board of Management with an effective date of 1 February 2020.

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Change in remuneration for members of the Board of Management versus company performance and remuneration of an average employee over five years.

The tables includes the current members of the Board of Management and a comparison is disclosed over the last five years as far as a 'like for like' comparison was possible (i.e. full year appointment during the five-year period).

	2017	2018	2019	2020	2021
Remuneration Joost Farwerck (EUR) ¹	1,904,000	1,384,000	1,669,000	2,301,000	2,955,000
Position	COO	COO	COO/CEO	CEO	CEO
-Year on Year difference (EUR)	486,000	-520,000	285,000	632,000	654,000
-Year on year difference (%)	+34%	-27%	+21%	+38%	+28%
Remuneration CFO (EUR) ²	2,022,000	1,419,000	1,555,000	1,169,000	1,304,000
-Year on Year difference (EUR)	532,000	-603,000	136,000	-386,000	135,000
-Year on year difference (%)	+36%	-30%	+10%	-25%	+12%
Remuneration other current members on average (EUR) ³			92,500	1,112,000	1,640,000
-Year on Year difference (EUR)				1,019,500	528,000
-Year on year difference (%)				n/m	+47%
TSR position (part of LTI)					
-Position peer group	3rd (150% vesting)	8th (no vesting)	6th (75% vesting)	6th (75% vesting)	8th (102.8% vesting)
Free cash flow (part of STI/LTI)	Performance: Maximum	Performance: Around maximum	Performance: Maximum	Performance: Between on-target and maximum	Performance: Between on-target and maximum
-STI bandwidth pay-out level	Between on-target and maximum	Below threshold	Slightly above threshold	Slightly above threshold	Between threshold and on-target
-LTI bandwidth pay-out level	Between on-target and maximum	Below threshold	Slightly above threshold	Slightly above threshold	Between threshold and on-target
EBITDA (part of STI)	Performance: Between threshold and on-target	Performance: Around on-target	Performance: Between on-target and maximum	Performance: Above on-target	Performance: Around on-target
-Pay-out level STI bandwidth	Between threshold and on-target	Around on-target	Between on-target and maximum	Above on-target	Around on-target
Average cost per FTE (IFRS, EUR) ⁴	82,967	85,355	88,445	84,306	90,869
Pay ratio CEO (IFRS) ⁵	36	29	30	30	33

1 Remuneration as of 1 October 2019 as CEO. Prior to that the remuneration relates to his COO position.

2 The years 2017-2019 refer to the remuneration of Jan Kees de Jager. The 2020 amount is the remuneration of Chris Figee recalculated on a full-year basis considering his appointment on 1 February 2020.

3 Since appointment to the Board of Management with an effective date of 1 December 2019.

4 Based on KPN CLA agreement, base salaries for the CLA population increased by 3.0% in 2021. Average cost per FTE (IFRS) in 2021 was impacted by annual differences in outcomes of incentive plans.

5 The pay ratio for the year 2017 relates to Eelco Blok and for the year 2018 to Maximio Ibarra.

The fluctuation in actual pay levels during the five reference years is predominantly the result of the outcome of the STI and LTI combined with the relative high emphasis on pay for performance reflected in the short-term and long-term incentive plans. The STI pay-out (in terms of performance versus the assigned targets) was aligned with the level of pay-out to senior management and the CLA employees as in general the same financial and non-financial targets were applied in these variable pay plans when compared to the assigned targets of the Board of Management. The average STI pay-out over the five-year period is close to 98% of the on-target level and the LTI plans vested over the five-year period on average close to 90% of the on-target level reflecting the ambitious targets set for variable incentive plans.

Considering the five-year results, variable pay on financial and non-financial targets is strongly linked with KPN's performance against peers (TSR) and its outcomes on the key metrics FCF and EBITDA ensuring alignment with the financial performance goals and the long-term value creation strategy. Lower revenues were offset by ongoing savings from the simplification and digitalization of services. KPN generates growth in FCF which supports a progressive regular dividend and a robust liquidity position and the company remains committed to an investment grade credit profile.

KPN's internal pay ratio

To ensure transparency and clarity, KPN applies an IFRS-driven methodology to calculate the internal pay ratio. KPN's internal

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pay ratio compares the total CEO compensation under IFRS principles with the average compensation of employees with a labour agreement with KPN (total personnel expenses of KPN employees divided by the average number of KPN FTEs).¹

KPN's calculated pay ratio in 2021 is 33 (2020: 30). This outcome is in line with KPN's acceptable bandwidths.

For further details, see Note 5 to the Consolidated Financial Statements.

The table below presents the number of shares and current share plans for current board members.

	Grant date	Granted as of 1 January 2021	Vested	Granted or forfeited ¹	As of 31 December 2021	Pre-tax fair value on grant date (EUR) ²	Pre-tax market value on vesting date or end of lock-up in 2021 (EUR)	End of lock-up period
Joost Farwerck	15 April 2021	-		416,740	416,740	1,125,198		15 April 2027
	16 April 2020	535,132	-	-	535,132	1,091,669	-	16 April 2026
	11 April 2019	302,514	-	-	302,514	874,265	-	11 April 2025
	19 April 2018	227,733 ³	-210,526	-17,207	-	498,735	544,888	19 April 2023
Chris Figee	15 April 2021	-		214,324	214,324	578,675		15 April 2027
	16 April 2020	275,211	-	-	275,211	561,430	-	16 April 2026
Jean-Pascal van Overbeke	15 April 2021	-		206,386	206,386	557,242		15 April 2027
	16 April 2020	265,018	-	-	265,018	540,637	-	16 April 2026
	11 April 2019	196,732	-	-	196,732	568,555	-	11 April 2025
	19 April 2018	114,777 ³	-87,719	-27,058	-	251,362	224,308	19 April 2023
Marieke Snoep	15 April 2021	-		206,386	206,386	557,242		15 April 2027
	16 April 2020	265,018	-	-	265,018	540,637	-	16 April 2026
	11 April 2019	156,136	-	-	156,136	451,233	-	11 April 2025
Babak Fouladi	15 April 2021	-		206,386	206,386	557,242		15 April 2027
	16 April 2020	265,018	-	-	265,018	540,637	-	16 April 2026
	11 April 2019	196,732	-	-	196,732	568,555	-	11 April 2025
Hilde Garssen	15 April 2021	-		158,758	158,758	428,647		15 April 2027
	16 April 2020	203,860	-	-	203,860	415,874	-	16 April 2026
	11 April 2019	62,454	-	-	62,454	180,492	-	11 April 2025

1 The shares granted to the Board of Management represent 41% (2020: 38%) of the total number of shares and share-based awards granted in 2021 to all employees. The grant numbers do not include any deferred dividend during the vesting period. The deferred dividend during the vesting period will be additionally granted in shares.

2 Value is calculated by multiplying the number of share awards by the fair value at grant date.

3 The 2018 share grant vested in April 2021 with a vesting percentage of 77% (if applicable excluding deferred dividend).

See the Insider transactions section for stock ownership of the members of the Board of Management and Supervisory Board and see Note 5 to the Consolidated Financial Statements for a further description and valuation of the share plans.

Claw-back clause

The claw-back clause was not applied in 2021.

Developments for 2022

No adjustments to the remuneration policy of the Board of Management are foreseen in 2022.

¹ For reporting of the pay ratio as referred to in best practice provision 3.4.1.iv of the Dutch Corporate Governance Code, KPN uses a slightly different definition than guided by the monitoring committee. The average costs of external personnel are not part of the calculated pay ratio as no comparable headcount definitions are available within KPN to act as a solid reference.

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Supervisory Board

The objective of the remuneration policy for the Supervisory Board is to reward the members appropriately for their work based on market-competitive fee levels. To the extent applicable, the same principles of the Board of Management remuneration policy apply to the Supervisory Board remuneration policy.

KPN has a fixed annual fee and annual committee membership fees for the members of the Supervisory Board. The eligibility for committee fees is limited to two committees (i.e. the two highest fees will be applicable).

AEX-listed companies with a two-tier board serve as a reference to determine market-competitive fee levels. Supervisory Board members do not receive any variable compensation and are not granted any shares as a form of pay.

The following table shows the annual fixed fee structure for the members of the Supervisory Board and the members of the committees.

Position	Annual fee in EUR
Chairman Supervisory Board	100,000
Vice-chairman Supervisory Board	70,000
Member Supervisory Board	60,000
Chairman Audit Committee	20,000
Member Audit Committee	10,000
Chairman Strategy & Organization Committee	12,500
Member Strategy & Organization Committee	7,500
Chairman Remuneration Committee	10,000
Member Remuneration Committee	5,000
Chairman Nominating & Corporate Governance Committee	10,000
Member Nominating & Corporate Governance Committee	5,000

The following table shows the actual fee for each current member of the Supervisory Board.

Amounts in €		Membership fee 2021	Committee fees 2021	Total 2021	Total 2020	Total 2019	Total 2018	Total 2017
D.W. Sickinghe	Chairman	100,000	17,500	117,500	116,771	115,000	116,875	122,500
G.J.A. van de Aast ¹	Vice-chairman	42,667	10,667	53,334	-	-	-	-
D.J. Haank ²	Vice-chairman	20,222	7,222	27,444	92,813	87,500	86,250	82,500
C.R.A. Guillooard	Member	60,000	24,611	84,611	54,896	-	-	-
P.F. Hartman	Member	60,000	15,000	75,000	75,000	75,000	76,875	82,500
E.J.C. Overbeek	Member	60,000	12,500	72,500	72,500	72,500	71,250	16,875
A.D. Plater	Member	60,000	17,500	77,500	23,680	-	-	-
J.C.M. Sap	Member	60,000	15,000	75,000	75,000	70,000	70,000	70,000
C.J.G. Zuiderwijk	Member	60,000	10,000	70,000	70,000	70,000	71,875	77,500
Total		522,889	130,000	652,889				

1 Since appointment in the Supervisory Board with an effective date of 14 April 2021, Mr. Van de Aast declined the additional fee for vice-chairmanship due to limited activities.

2 Up to 14 April 2021

Developments for 2022

The Supervisory Board plans to review the remuneration policy for its members in 2022.