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EXOR N.V. ANNOUNCES FINAL RESULTS OF ITS TENDER OFFERS

Amsterdam, 20 January 2021. EXOR N.V. (the **Company**) hereby announces the final results of its invitations to eligible Noteholders of its €750,000,000 2.125 per cent. Notes due 2 December 2022, ISIN XS1329671132 (of which €750,000,000 is currently outstanding) (the **2022 Notes**) and its €650,000,000 2.50 per cent. Notes due 8 October 2024, ISIN XS1119021357 (of which €650,000,000 is currently outstanding) (the **2024 Notes**, and together with the 2022 Notes, the **Notes** and each a **Series**) to tender their Notes for purchase by the Company for cash up to an aggregate maximum acceptance amount of €400,000,000 in aggregate nominal amount (the **Maximum Acceptance Amount**) (such invitations, the **Offers** and each an **Offer**).

The Offers were announced on 12 January 2021 and were made on the terms and subject to the conditions set out in the tender offer memorandum dated 12 January 2021 (the **Tender Offer Memorandum**) prepared in connection with the Offers, and subject to the offer and distribution restrictions set out in the Tender Offer Memorandum. Capitalised terms used in this announcement and not otherwise defined have the meanings ascribed to them in the Tender Offer Memorandum.

As at the Expiration Deadline of 5.00 p.m. (CET) on 19 January 2021, an aggregate nominal amount of €297,713,000 of Notes has been validly tendered in the Offers.

The Company hereby announces that it accepts all valid tenders of the Notes of each Series pursuant to the Offers and, therefore, no Pro-Ration Factor is expected to be applied to submissions.

The following table sets out, in respect of each Series, (i) the aggregate nominal amount of Notes validly tendered pursuant to the relevant Offer, (ii) the relevant Series Acceptance Amount, (iii) the relevant Purchase Price and (iv) the aggregate nominal amount of Notes that will remain outstanding after the Settlement Date in respect of each Series of Notes.

| Notes | ISIN | Current outstanding amount | Aggregate nominal amount of Notes tendered | Series Acceptance Amount | Purchase Price* | Purchase Yield | Nominal amount outstanding after the Settlement Date |
|---|--------------|-----------------------------------|---|---------------------------------|------------------------|-----------------------|---|
| €750,000,000 2.125 per cent. Notes due 2 December 2022 | XS1329671132 | €750,000,000 | €148,109,000 | €148,109,000 | 104.089 per cent. | -0.40% | €601,891,000 |
| €650,000,000 2.50 per cent. Notes due 8 October 2024 | XS1119021357 | €650,000,000 | €149,604,000 | €149,604,000 | 109.866 per cent. | -0.15% | €500,396,000 |



* For information purposes only, the Purchase Price set out above will be, in respect of (i) the 2022 Notes 104.089 per cent. (€1,040.89 for each €1,000 in nominal amount) and (ii) the 2024 Notes 109.866 per cent. (€1,098.66 for each €1,000 in nominal amount) based on settlement taking place on 22 January 2021.

The relevant Purchase Price, together with the relevant Accrued Interest, will be paid on the Settlement Date to Noteholders whose Notes have been accepted for purchase by the Company.

The Settlement Date for the Offers is expected to be 22 January 2021.

Further Information

A complete description of the terms and conditions of the Offers is set out in the Tender Offer Memorandum. BNP Paribas, Citigroup Global Markets Limited, Société Générale and UniCredit Bank AG acted as Dealer Managers for the Offers.

THE COMPANY

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None of the Dealer Managers, the Tender Agent or any of their respective directors, officers, employees, agents or affiliates assumes any responsibility for the accuracy or completeness of the information concerning the Company, the Notes or the Offers contained in this announcement or in the Tender Offer Memorandum. None of the Dealer Managers, the Tender Agent or any of their respective directors, officers, employees, agents or affiliates is acting for any Noteholder, or will be responsible to any Noteholder for providing any protections which would be afforded to its clients or for providing advice in relation to the Offers, and accordingly none of the Dealer Managers, the Tender Agent or any of their respective directors, officers, employees, agents or affiliates assumes any responsibility for any failure by the Company to disclose information with regard to the Company or the Notes which is material in the context of the Offers and which is not otherwise publicly available.

Disclaimer

This announcement must be read in conjunction with the Tender Offer Memorandum.

Neither this announcement nor the Tender Offer Memorandum constitutes an invitation to participate in the Offers in any jurisdiction in which, or to any person to or from whom, it is unlawful to make such invitation or for there to be such participation under applicable securities laws. The distribution of this announcement and the Tender Offer Memorandum in certain jurisdictions may be restricted by law. Persons into whose possession either this announcement or the Tender Offer Memorandum comes are required by each of the Company, the Dealer Managers and the Tender Agent to inform themselves about, and to observe, any such restrictions. If any recipient of this announcement or the Tender Offer Memorandum is in any doubt as to the contents therein or the action it should take, it is recommended to seek its own financial and legal advice, including in respect of any tax consequences, immediately from its stockbroker, bank manager, solicitor, accountant or other independent financial, tax or legal adviser.