

REMUNERATION EXECUTIVE BOARD AND SUPERVISORY BOARD

In 2018, the organization was managed by an Executive Board consisting of two members, a chair and a member. The Supervisory Board considers the employment conditions of the Executive Board to be in accordance with the ICCO Foundation policy on remuneration of the Executive Board. Furthermore the remuneration meets the requirements of the Ministry of Foreign affairs for assignment of MFSII grants and complies with the Wet Normering Topinkomens (WNT) and the Regeling belonging directeuren van Goededoelenorganisaties (GDN).

| Amounts x € 1 | M. Verweij | W. Hart |
|---|--|------------------------------------|
| Position | chair Executive Board Marinus Verweij | member Executive Board Wim Hart |
| Start and end of duties in 2018 | 1/1 – 31/12 | 1/1 – 31/12 |
| Part-time factor in FTE | 1,0 | 0,89 |
| Employment? | Yes | Yes |
| Remuneration | | |
| Gross salaries | 117,853 | 99,181 |
| Holiday allowance | 9,203 | 12,563 |
| End of year bonus | 9,767 | 8,232 |
| Jubilee payment/payment of unused leave hours | - | - |
| <i>Subtotal Yearly income GDN</i> | 136,823 | 119,976 |
| Taxable reimbursements | 3,427 | 3,131 |
| Remuneration plus taxable reimbursements | 140,250 | 123,107 |
| Pension charges (employer) | 13,206 | 11,713 |
| Pension compensation | - | - |
| Other compensations in long term | - | - |
| Remuneration payable at a future date | 13,206 | 11,713 |
| <i>Subtotal</i> | 153,456 | 134,820 |
| Individual applicable remuneration cap | 174,000 | 154,860 |
| -/- Undue amount paid | n/a | n/a |
| Total Remuneration WNT | 153,456 | 134,820 |
| Benefits termination employment | - | 38,450 |
| Total Remuneration GDN including Benefits termination employment | 153,456 | 173,270 |
| Reason why the excess is/is not permitted | n/a | n/a |
| Disclosure on receivable due to undue payment | n/a | n/a |

Remuneration 2017

| Amounts x € 1 | M. Verweij | W. Hart |
|---|-----------------------|------------------------|
| Position | chair Executive Board | member Executive Board |
| Start and end of duties in 2017 | 1/1 – 31/12 | 1/1 – 31/12 |
| Remuneration | | |
| Remuneration plus taxable expense allowance | 145,373 | 128,204 |
| Remuneration payable at a future date | 12,831 | 11,393 |
| <i>Subtotal</i> | 158,204 | 139,597 |
| Individual applicable remuneration cap | 168,000 | 149,333 |
| Total remuneration | 158,204 | 139,597 |

| Amounts x € 1 | J. Wakkerman | |
|---|---|-------------|
| Position | member Executive Board- Jolanda Wakkerman | |
| Calendar year | 2018 | 2017 |
| Period of job performance in the calendar year (start – end) | 1/12- 31/12 | n/a- n/a |
| Number of calendar months of job performance in the calendar year | 1 | 0 |
| Individual applicable remuneration cap | | |
| Maximum hourly rate in the calendar year | €182 | €176 |
| Maximum based on standard amounts per month | 25,300 | 0 |
| Individual applicable remuneration cap total period | 25,300 | n/a |
| Remuneration | | |
| Actual hourly rate lower than the (average) maximum rate? | Yes, namely: € 110 | n/a |
| Remuneration in the concerning period | 14,740 | 0 |
| Total remuneration of the total period in calendar months 1 to 12 | 14,740 | 0 |
| -/- Undue amount paid | n/a | n/a |
| Total remuneration, excluding VAT | 14,740 | 0 |
| Reason why the excess is/is not permitted | n/a | n/a |
| Disclosure on receivable due to undue payment | n/a | n/a |

| Amounts x € 1 | W. Hart | |
|---|------------------------------------|--|
| Position | member Executive Board Wim Hart | |
| Position at end of employment | member Executive Board | |
| Part-time factor in FTE | 0,89 | |
| Year in which employment is ended | 2018 | |
| Benefits termination employment | | |
| Agreed benefits termination employment | 38,450 | |
| Individual applicable remuneration cap | 66,750 | |
| -/- Undue amount paid | n/a | |
| Total benefits termination employment | 38,450 | |
| Amount paid in 2018 | 0 | |
| Amount to be paid out in 2019 | 38,450 | |
| Reason why the excess is/is not permitted | n/a | |

Because the employment contract of Wim Hart is ended per 31 December 2018, the benefits of termination employment are paid in the next month, which is January 2019. A provision has been made in 2018 annual accounts. Per 1 December Jolanda Wakkerman started as a member of the Executive Board; she will be employed from 2019 onwards. In December 2018, she is paid as consultant. In December 2018, Wim Hart worked and handed over his tasks and responsibilities to his successor Jolanda Wakkerman, but he was no longer a member of the Executive Board.

The total WNT remuneration of the chair of the Executive Board and the member of the Executive Board are within the maximum norm of gross wages including holiday allowance and end of year bonus of respectively EUR 153K and EUR 135K (adjusted for part-time %).

REMUNERATION EXECUTIVE BOARD AND SUPERVISORY BOARD

In 2016, the organization was managed by an Executive Board consisting of two directors, a chairman and a member. The Supervisory Board considers the employment conditions of the Executive Board to be in accordance with the ICCO policy on remuneration of the Executive Board. Furthermore the remuneration meets the requirements of the Dutch Ministry of Foreign affairs for assignment of MFSII grants and comply with the *Wet Normering Topbestuurders (WNT)*.

| Name Position | Marinus Verweij Chair | Wim Hart Member |
|--|--------------------------|--------------------|
| Employment Conditions | | € |
| Nature | Definite | Definite |
| Number of hours | 36 | 32 |
| Part-time percentage | 100 | 89 |
| Period | 1/1-31/12 | 1/1-31/12 |
| Remuneration | | € |
| Gross wages | 131,181 | 115,348 |
| Taxable reimbursements | 4,537 | 3,481 |
| Pension charges (employer part) | 12,531 | 11,143 |
| Remuneration WNT | 148,249 | 129,971 |
| Benefits regarding termination of contract | - | - |
| Total WNT | 148,249 | 129,971 |
| Social charges | 9,450 | 9,450 |
| Total remuneration 2016 | 157,699 | 139,421 |
| Total remuneration 2015 | 158,097 | 140,328 |

The total WNT remuneration of the chair of the Executive Board and the member of the Executive Board are within the maximum income according to the DG-OS norm of respectively EUR 144,000 and EUR 128,000 (adjusted for part-time %).

The remunerations of the chair of the Supervisory Board and the chair of the audit committee amount to EUR 3,000, and that of the other members of the Supervisory Board is EUR 1,500. The functions, tasks and ancillary positions are reported in chapter 4 of this Report.

As per December 31st 2016 there are no loans, advances or guarantees provided to the members of the Executive and Supervisory Boards.

| Name | Remuneration | Taxable reimbursements | Position | Period |
|-------------------|--------------|------------------------|--|------------|
| | | € | | |
| J.F. de Leeuw | 0 | 3,000 | Chairman Supervisory Board | 1/1-31/12 |
| G. van Dijk | 0 | 3,000 | Member Supervisory Board and Chairman Audit Commission | 1/1-31/12 |
| W. Oosterom | 0 | 1,500 | Member Supervisory Board and Audit Commission | 1/1-31/12 |
| R. Powell Mandjes | 0 | 1,500 | Member Supervisory Board | 1/1-31/12 |
| A. Knigge | 0 | 0 | Member Supervisory Board | 26/5-31/12 |

Utrecht, July 2017

Executive Board

M. Verweij, chairman
W.D. Hart

Supervisory Board

J.F. de Leeuw, chairman
G. van Dijk
W. Oosterom
R. Powell Mandjes
A. Knigge

10.4 REMUNERATION EXECUTIVE BOARD AND SUPERVISORY BOARD

In 2015, the organization was managed by an Executive Board consisting of two directors, a chairman and a member. The Supervisory Board considers the employment conditions of the Executive Board to be in accordance with the ICCO Cooperation policy on remuneration of the Executive Board. Furthermore the remuneration meets the requirements of the Dutch Ministry of Foreign affairs for assignment of MFSII grants and complies with the *Wet Normering Topbestuurders (WNT)*.

| NAME POSITION | MARINUS VERWEIJ CHAIR | WIM HART MEMBER |
|--|--------------------------|--------------------|
| EMPLOYMENT CONDITIONS | | |
| Nature | Definite | Definite |
| Number of hours | 36 | 32 |
| Part-time percentage | 100 | 89 |
| Period | 1/1-31/12 | 1/1-31/12 |
| REMUNERATION | | |
| Gross wages | 132,163 | 116,086 |
| Taxable reimbursements | 4,537 | 4,213 |
| Pension charges (employer part) | 12,353 | 10,985 |
| Other compensations | | |
| Remuneration WNT | 149,053 | 131,284 |
| Benefits regarding termination of contract | - | - |
| Total WNT | 149,053 | 131,284 |
| Social charges | 9,044 | 9,044 |
| TOTAL REMUNERATION 2015 | 158,097 | 140,328 |
| TOTAL REMUNERATION 2014 | 157,095 | 145,168 |

The total WNT remuneration of the chair of the Executive Board and the member of the Executive Board are within the maximum income according to the DG-OS norm of respectively EUR 163,000 and EUR 145,070 (adjusted for part-time %).

The remunerations of the chair of the Supervisory Board and the chair of the audit committee amount to EUR 3,000, and that of the other members of the Supervisory Board is EUR 1,500. The functions, tasks and ancillary positions are reported in chapter 5 this report.

As per December 31st 2015 there are no loans, advances or guarantees provided to the members of the Executive and Supervisory Boards.

| NAME | REMUNERATION | TAXABLE REIMBURSEMENTS | POSITION | PERIOD |
|------------------------|--------------|------------------------|--|-----------|
| J.F. de Leeuw | 0 | 3,000 | Chairman Supervisory Board | 1/1-31/12 |
| G. van Dijk | 0 | 3,000 | Member Supervisory Board and Chairman Audit Commission | 1/1-31/12 |
| M.T.H. de Gaay Fortman | 0 | 1,500 | Member Supervisory Board | 1/1-31/12 |
| W. Oosterom | 0 | 1,500 | Member Supervisory Board and Audit Commission | 1/1-31/12 |
| R. Powell Mandjes | 0 | 1,500 | Member Supervisory Board | 1/1-31/12 |

Utrecht, 30 June 2016

Executive Board
M. Verweij, chairman
W.D. Hart, member

Supervisory Board,
J.F. de Leeuw, chairman
G. van Dijk
W. Oosterom
R. Powell Mandjes

11.4 REMUNERATION EXECUTIVE BOARD AND SUPERVISORY BOARD

In 2014, the organization was managed by an Executive Board consisting of two directors, a chairman and a member. The Supervisory Board considers the employment conditions of the Executive Board to be in accordance with the ICCO policy on remuneration of the Executive Board. Furthermore the remuneration meets the requirements of the Dutch Ministry of Foreign affairs for assignment of MFS II grants and comply with the *Wet Normering Topbestuurders* (WNT).

| NAME POSITION | MARINUS VERWEIJ CHAIR | WIM HART MEMBER |
|--|--------------------------|--------------------|
| EMPLOYMENT CONDITIONS | | |
| Nature | Definite | Definite |
| Number of hours | 36 | 32 |
| Part-time percentage | 100 | 89 |
| Period | 1/1-31/12 | 1/1-31/12 |
| REMUNERATION | | |
| Gross wages | 126,975 | 111,649 |
| Taxable reimbursements | 4,537 | 9,948 |
| Pension charges (employer part) | 16,642 | 14,630 |
| Other compensations | - | - |
| Remuneration WNT | 148,154 | 136,227 |
| Benefits regarding termination of contract | - | - |
| TOTAL WNT | 148,154 | 136,227 |
| Social charges | 8,941 | 8,941 |
| TOTAL REMUNERATION 2014 | 157,095 | 145,168 |
| TOTAL REMUNERATION 2013 | 157,018 | 144,484 |

The gross wages of the chair of the Executive Board and the member of the Executive Board are within the maximum income according to the VFI Remuneration Requirement of respectively EUR 140,046 and EUR 124,033.

The remunerations of the chair of the Supervisory Board and the chair of the audit committee amount to EUR 3,000, and that of the other members of the Supervisory Board is EUR 1,500. The functions, tasks and ancillary positions are reported in Annex III of the Annual Report.

As per December 31st 2014 there are no loans, advances or guarantees provided to the members of the Executive and Supervisory Boards.

| NAME | REMUNERATION | TAXABLE REIMBURSEMENTS | POSITION | PERIOD |
|-------------------------|--------------|------------------------|--|-----------|
| J.F. de Leeuw | 0 | 3,000 | Chairman Supervisory Board | 1/1-31/12 |
| G. van Dijk | 0 | 3,000 | Member Supervisory Board and Chairman Audit Commission | 1/1-31/12 |
| M.T.H. de Gaaij-Fortman | 0 | 1,500 | Member Supervisory Board | 1/1-31/12 |
| W. Oosterom | 0 | 1,500 | Member Supervisory Board and Audit Commission | 1/1-31/12 |
| R. Powell Mandjes | 0 | 750 | Member Supervisory Board | 1/7-31/12 |

Utrecht,
April 30, 2015

Executive Board

M. Verweij, chairman
W.D. Hart

Supervisory Board

J.F. de Leeuw, chairman
G. van Dijk
M.T.H. de Gaaij Fortman
W. Oosterom
R. Powell-Mandjes

15.4 REMUNERATION EXECUTIVE BOARD AND SUPERVISORY BOARD

In 2013, the organization was managed by an Executive Board consisting of two directors, a chairman and a member. The Supervisory Board considers the employment conditions of the Executive Board to be in accordance with the ICCO policy on remuneration of the Executive Board. Furthermore the remuneration meets the requirements of the Ministry of Foreign affairs for assignment of MFS2 grants and complies with the *Wet Normering Topbestuurders (WNT)*.

| NAME POSITION | MARINUS VERWEIJ CHAIR | WIM HART MEMBER |
|--|--------------------------|--------------------|
| EMPLOYMENT CONDITIONS | | |
| Nature | Definite | Definite |
| Number of hours | 36 | 32 |
| Part-time percentage | 100 | 89 |
| Period | 1/1-31/12 | 1/1-31/12 |
| REMUNERATION | | |
| Gross wages | 126,975 | 111,649 |
| Taxable reimbursements | 5,143 | 9,948 |
| Pension charges (employer part) | 16,652 | 14,639 |
| Other compensations | - | - |
| Remuneration WNT | 148,770 | 136,236 |
| Benefits regarding termination of contract | - | - |
| TOTAL WNT | 148,770 | 136,236 |
| Social charges | 8,248 | 8,248 |
| TOTAL REMUNERATION 2013 | 157,018 | 144,484 |
| TOTAL REMUNERATION 2012 | 157,039 | 144,349 |

The gross wages of the chair of the Executive Board and the member of the Executive Board are within the maximum income according to the VFI Remuneration Requirement of respectively EUR 140,046 and EUR 124,233.

The remunerations of the chair of the Supervisory Board and the chair of the audit committee amount to EUR 3,000, and that of the other members of the Supervisory Board is EUR 1,500. The functions, tasks and ancillary positions are reported in Annex III of the Annual Report.

As per December 31st 2013 there are no loans, advances or guarantees provided to the members of the Executive and Supervisory Boards.

Utrecht, 23 April 2014

Executive Board

M. Verweij, chairman
W.D. Hart

Supervisory Board

J.F. de Leeuw, chairman
G. van Dijk
M.T.H. de Gaaij Fortman
W. Oosterom

14.4 REMUNERATION EXECUTIVE BOARD AND SUPERVISORY BOARD

In 2012, the organization was managed by an Executive Board consisting of two directors, a chairman and a member. The Supervisory Board considers the employment conditions of the Executive Board to be in accordance with the ICCO Cooperation policy on remuneration of the Executive Board. Furthermore the remuneration meets the requirements of the Ministry of Foreign Affairs for assignment of MFS2 grants.

| NAME POSITION | MARINUS VERWEIJ CHAIR | WIM HART MEMBER |
|--|--------------------------|--------------------|
| EMPLOYMENT CONDITIONS | | |
| Nature | Definite | Definite |
| Number of hours | 36 | 32 |
| Part-time percentage | 100 | 89 |
| Period | 1/1-31/12 | 1/1-31/12 |
| REMUNERATION | | |
| Gross wages | 126,975 | 111,649 |
| Social charges | 8,453 | 8,453 |
| Taxable reimbursements | 5,345 | 9,948 |
| Pension charges (employer part) | 16,265 | 14,299 |
| Other compensations | - | - |
| Benefits regarding termination of contract | - | - |
| TOTAL REMUNERATION 2012 | 157,039 | 144,349 |
| TOTAL REMUNERATION 2011 | 158,257 | 130,894 |

The gross wages of the chair of the Executive Board and the member of the Executive Board are within the maximum income according to the VFI Remuneration Requirement of respectively EUR 140,046 and EUR 124,233.

The remunerations of the chair of the Supervisory Board and the chair of the Audit Committee amount to EUR 3,000, and that of the other members of the Supervisory Board is EUR 1,500.

As per December 31st 2012 there are no loans, advances or guarantees provided to the members of the Executive and Supervisory Boards.

Utrecht, 19 April 2013

Executive Board
M. Verweij, Chairman
W.D. Hart

Supervisory Board,
J.F. de Leeuw, Chairman
G. van Dijk
M.T.H. de Gaaij Fortman
W. Oosterom