


STATEMENT OF COMPLIANCE- for 2020/21 - Performance Agreement Section 8.12

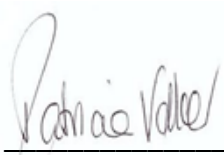
The Performance Agreement, section 8.12 (a), states that “Ornge shall ensure that payment of Compensation for any Executive under a Compensation Plan is linked to the achievement of the performance improvement targets set out in the annual quality improvement plan”.

For the fiscal year 2020/2021, Ornge is compliant with section 8.12 (a) of the Performance Agreement.

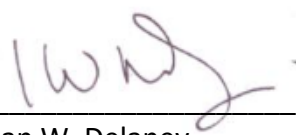
Dated at Mississauga, Ontario as at the 31st day of March, 2021.

Per: 

Dr. Homer Tien
President and CEO

Per: 

Patricia Volker
Chair of the Finance and Audit
Committee

Per: 

Ian W. Delaney
Chairman of the Board