3.

Presentation of the Directors proposed for renewal or appointment

Since the term of office as Director of Patricia Barbizet is due to expire at the close of the Shareholders' Meeting of 20 November 2026, this Shareholders' Meeting will be asked (in the 5th resolution), in accordance with the recommendations of the Nominations and Governance Committee, to reappoint Patricia Barbizet as Director for a four-year term, expiring at the close of the Shareholders' Meeting to be held in 2030 to approve the financial statements for FY 2030.

This candidate was recommended by the Board of Directors based on her varied expertise. Patricia Barbizet brings to the Board her wealth of experience in senior management roles, as well as her expertise in corporate governance, finance and corporate social responsibility.

Following a review, the Nominations and Governance Committee and the Board of Directors confirmed that Patricia Barbizet meets the AFEP-MEDEF independence criteria adopted by the Company.

Ian Gallienne has informed the Board that he is not seeking reappointment as a Director. On the recommendation of the Nominations and Governance Committee, the Board has therefore decided to propose the appointment of Johannes Huth (6th resolution) as Director. He would be appointed for a four-year term, expiring at the close of the Shareholders' Meeting to be held in 2030 to approve the financial statements for FY 2030.

The Nominations and Governance Committee, together with the Board of Directors, carefully reviewed Johannes Huth's candidacy and highlighted the quality of his professional background, notably characterised by 27 years at KKR, where he held several senior management positions, before joining Groupe Bruxelles Lambert as Managing Director. These years of experience have given him recognised expertise in governance, finance, private equity and strategy for international groups, as well as an in-depth understanding of their value-creation pillars. His expertise would therefore represent a valuable addition to the Board's work.

Following a review, the Nominations and Governance Committee and the Board of Directors also confirmed that Mr Johannes Huth meets the AFEP-MEDEF independence criteria adopted by the Company.

If the shareholders approve the above recommendations, at the close of the Shareholders' Meeting of 20 November 2026, the Board of Directors would comprise 15 members (including two Directors representing employees), of which nine independent Directors (69.2%)[1] and six women (46.2%)[2], in accordance with the recommendations of the AFEP-MEDEF Code and the French law on balanced representation of women and men on Boards of Directors and gender equality in the workplace. Additionally, seven Directors would be of non-French nationality[3].

5th resolution: Renewal of the directorship of Patricia Barbizet



Patricia Barbizet

Lead Independent Director

COMMITTEES:

(1) *Excluding Directors representing employees in accordance with the AFEP-MEDEF Code.*
(2) *Excluding Directors representing employees, to whom different gender parity requirements apply in accordance with the French Commercial Code.*
(3) *The percentage includes Ms. Carla Machado Leite, as the European Works Council had not yet appointed her successor as of the date of publication of this document.*

6th resolution: Appointment of Johannes Huth as a Director



Johannes Huth

Age: 66

Nationality: German

Business address: Groupe Bruxelles Lambert, 24, avenue Marnix, 1000 Brussels (Belgium)

Number of shares held at 30 June 2026: N/A

PROFILE

Johannes Huth, a German national, holds a B.Sc. from the London School of Economics and an MBA from the University of Chicago, and began his career at Salomon Brothers from 1986 to 1991, where he was Vice President in the mergers and acquisitions departments in London and New York. In 1991, he joined Investcorp, where he is a member of the Management Committee. He was responsible for the firm's operations in Europe until 1999. He then joined KKR, where he became a Partner and Chairman of the group's operations in Europe, the Middle East and Africa, before being appointed Senior Advisory Partner in 2024. In 2025, he joined Groupe Bruxelles Lambert as Managing Director. He is a Member of the Boards of GBL, Axel Springer SE, Marshall Wace Ltd and Imerys S.A. and he also holds a number of positions of responsibility in the cultural and academic spheres. In 2025, he was named Chevalier de l'ordre des Arts et des Lettres by the French Minister for Culture.

MAIN OFFICES AND POSITIONS HELD AT 30.06.2026

- Managing Director of Groupe Bruxelles Lambert (1)
- Director of Imerys SA (1)
- Member of the Supervisory Board of Axel Springer SE
- Director of Marshall Wace
- Member of Council and Chairman of the Finance & Estates Committee of the LSE London School of Economics
- Senior Advisory Partner of KKR

OFFICES THAT HAVE EXPIRED IN THE LAST FIVE YEARS

- Director of Landal/ Roompot
- Director of Tirolerhuth Limited
- Director and Vice Chairman of the Board of Directors of Coty Inc.
- Director of Northumbrian Water
- Partner and EMEA Chairman of KKR
- Chairman of the Board of Directors of Hensoldt AG

(1) Listed company.