

GRUPE BRUXELLES LAMBERT

Limited Liability Company

Registered office: avenue Marnix 24 – 1000 Brussels

Enterprise number: 0407.040.209 – RLE Brussels

**Extraordinary and Special General Shareholders' Meeting of Groupe Bruxelles Lambert ("GBL")
to be held on Thursday November 4, 2021, at 2 pm at the Hotel de Merode, place Poelaert 6 at 1000 Brussels**

VOTE BY CORRESPONDENCE

**If you wish to vote by correspondence prior to this Meeting, please return this form completed,
at the address given at the end of this document.**

The undersigned,

Surname, first name/Company name: _____

Address/Registered office: _____

Owner of: (delete as appropriate)

_____, _____, _____ registered GBL share(s)

_____, _____, _____ dematerialised GBL share(s)

hereby **irrevocably votes**, as indicated hereafter in the appropriate boxes, on **all items** of the agenda, as indicated below.

Please note that it is mandatory to vote for all items (for, against or abstain).

A. Vote of the undersigned regarding all items of the agenda

- 1. DECISION THAT MAY BE VALIDLY ADOPTED IF THE SHAREHOLDERS PRESENT OR REPRESENTED REPRESENT AT LEAST HALF OF THE CAPITAL, UPON APPROVAL BY THREE FOURTHS OF THE VOTES CAST**

1.1. Cancellation of own shares

Proposal to cancel 5,003,287 own shares acquired by the company.

The unavailable reserve created for the acquisition of the own shares would be cancelled as required by Article 7:219, § 4 of the Code on companies and associations.

Article 4 of the Articles of Association would be accordingly modified as follows:

"The capital is set at six hundred and fifty-three million one hundred and thirty-six thousand three hundred and fifty-six euros and forty-six cents (653,136,356.46 EUR).

It is represented by one hundred and fifty-six million three hundred and fifty-five thousand shares (156,355,000), without mention of nominal value, each representing one / one hundred and fifty-six million three hundred and fifty-five thousandth (1/156,355,000th) of the capital.

Each of these shares is fully paid up."

For

Against

Abstention

2. DECISIONS THAT MAY BE VALIDLY ADOPTED IF THE SHAREHOLDERS PRESENT OR REPRESENTED REPRESENT AT LEAST HALF THE CAPITAL, UPON APPROVAL BY THE SIMPLE MAJORITY OF THE VOTES CAST

2.1. Ratification of the cooptation of a Director

Proposal to ratify the cooptation of Alexandra Soto as Director in replacement of Xavier Le Clef from July 30, 2021, that is until the 2025 Ordinary General Shareholders' Meeting.

For Against Abstention

2.2. Remuneration policy

Proposal to approve the remuneration policy applicable as from the date of this Meeting.

For Against Abstention

3. POWERS

Proposal to delegate all powers to any employee of Groupe Bruxelles Lambert, with a substitution option and, where appropriate, without prejudice to other delegations of power, in order (i) to coordinate the Articles of Association to take the above amendments into account, to sign the coordinated versions of the Articles of Association and deposit them with the clerk office of the Brussels Company Court, and (ii) to carry out any other formalities for the deposit or publication of the above decisions.

For Against Abstention

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B. Important notices

This form will be considered to be null and void **in its entirety** if the shareholder has not indicated above his/her/its choice concerning one or more of the items on the agenda of the Meeting.

The shareholder who has cast his vote by validly returning the present form to the company cannot vote in person or by proxy at the Meeting for the number of votes already cast.

In case shareholders exercise their right to add new items to the agenda of the Meeting and/or to submit new proposed resolutions, votes by correspondence received by the company will remain valid for the items covered. However, the vote cast in the present form on an item on the agenda will be null and void if the agenda has been amended concerning this item to include a new proposed resolution.

We remind you that this voting by correspondence form will only be taken into account if it is timely returned to the company and provided that the shareholder has complied with the admission formalities of prior registration as described in the convening notice.

* * *
* *
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Done in _____, on ____/____/2021.

Signature(s):

Name: _____

Title: _____

Legal persons must provide the surname, first name and title of the natural person signing this vote by correspondence form in their name. Similarly, in such cases the signatory hereby declares and guarantees to Groupe Bruxelles Lambert that he has the power to sign this vote by correspondence form on behalf of the legal person.

The vote by correspondence of a usufructuary and of a holder of bare ownership are valid only if made out jointly.

This entire document, duly completed and signed, must reach the company at the latest by Friday October 29, 2021 at the address given below. This document can be sent by post or electronic mail. In the latter case, simply return a scanned or photographed copy of the form.

Groupe Bruxelles Lambert
To the attention of Priscilla Maters, General Secretary
Avenue Marnix 24 – 1000 Brussels – Belgium
Fax: +32 (0)2/289.17.32
Email: ag-av@gbl.be

Please provide us with a phone number and an email address where we can reach you if necessary:

Private: _____

Office: _____

Email: _____