

Delivering  
meaningful  
growth

**GBL**

# Ian GALLIENNE

GBL CEO

# Agenda

Private Assets



Strategic Overview  
Ian Gallienne  
GBL CEO



Webhelp  
Olivier Duha  
Founder & CEO



Canyon  
Roman Arnold  
Founder & Chairman



Voodoo  
Alex Yazdi  
Founder & CEO

Sienna



Introduction to Sienna  
Pedro Arias  
CEO of Sienna-Partner



Sienna Investment Managers  
Strategy  
Pedro Arias  
CEO of Sienna-Partner



Sienna Real Estate  
Didier Unglik  
CEO of Sienna Real Estate



Sienna Digital Strategy  
Colin Hall  
CEO Sienna Digital-Partner



Marcho Partners  
Carl Anderson  
Founder & CIO



Pollen  
Callum Negus-Fancey  
Founder & CEO



Sienna Digital Growth Partners  
Aryeh Bourkoff  
Founder & CEO of LionTree

20 minute break



Sienna Capital to Date  
Colin Hall  
CEO Sienna Digital-Partner



Sienna Services  
Philippe Renauld  
COO Sienna-Partner



Conclusion on Sienna  
Pedro Arias  
CEO of Sienna-Partner

ESG



Growing Emphasis on ESG  
François Perrin  
Head of ESG at GBL



Imerys  
Leah Wilson  
Group Sustainability Vice President



Canyon  
Winfried Rapp  
CFO



Conclusion & Q&A  
Ian Gallienne  
GBL CEO

Reception

Strategic  
Overview

Private  
Assets

Sienna

ESG

Conclusion  
and Q&A

# GBL's strategic journey

## 1 GBL's unique model

## 2 Active investor

- a. Portfolio rotation
- b. Diversified portfolio
- c. Proprietary sourcing

## 3 Instrumental in growth & value creation

- a. for our portfolio
- b. for GBL shareholders

## 4 Conservative balance sheet management & attractive risk-adjusted returns

## 5 Transformation toward more Sienna & private assets

- a. Sienna
- b. Private assets

# Private Assets

6. Webhelp

7. Canyon

8. Voodoo

# Sienna

9. Introduction to Sienna

10. Sienna Investment Managers

11. Sienna Real Estate

12. Focus on Sienna Digital

13. Sienna Capital to Date

14. Sienna Services

15. Conclusion

# ESG

16. Growing emphasis on ESG

17. Canyon

18. Imerys

## Conclusion & Q&A

# Disclaimer

This presentation has been prepared by Groupe Bruxelles Lambert (“GBL”) exclusively for information purposes. This presentation is incomplete without reference to, and should be viewed solely in conjunction with, the oral briefing provided by GBL.

This document should not be construed as an offer, invitation to offer, or solicitation, or any advice or recommendation to buy, subscribe for, issue or sell any financial instrument, investment or derivative thereof referred to in this document or as any form of commitment to enter into any transaction in relation to the subject matter of this document.

This presentation has not been reviewed or registered with any public authority or stock exchange. Persons into whose possession this presentation come are required to inform themselves about and to comply with all applicable laws and regulations in force in any jurisdiction in or from which it invests or receives or possesses this presentation.

None of the interests of funds managed by GBL or any entity of its group has been registered under the U.S. Securities Act of 1933, as amended (the “Securities Act”), or the securities laws of any U.S. state or other relevant jurisdiction. No such registration is contemplated. Neither the U.S. Securities and Exchange Commission nor any U.S. state or other authority or securities commission has reviewed or passed upon the accuracy or adequacy of this presentation. In addition, none of the funds managed by GBL will be registered as an investment company under the Investment Company Act of 1940, as amended (the “Investment Company Act”), in reliance on one or more exclusions or exemptions therefrom. This presentation relates to investments managed by GBL, which is not registered as an investment adviser pursuant to the Investment Advisers Act of 1940, as amended. As a result, the protections of such registration shall not be afforded to any investor in any fund managed by GBL.

Prospective investors are required to make their own independent investigations and appraisals of GBL before taking any investment decision with respect to securities of GBL.

All statements in this presentation, other than statements of historical facts, are forward-looking statements. These statements are based on the current expectations and views of future events and developments of the management of GBL and are naturally subject to uncertainty and changes in circumstances. All forward-looking statements speak only as of the date of this presentation. Forward-looking statements include statements typically containing words such as “will”, “may”, “should”, “believe”, “intends”, “expects”, “anticipates”, “targets”, “estimates”, “likely”, “foresees” and words of similar import. No undue reliance should be placed on these forward-looking statements, which reflect the current views of GBL. These statements are subject to risks and uncertainties about GBL and are dependent on many factors, some of which are out of GBL’s control. Other unknown or unpredictable factors could cause actual results to differ materially from those in the forward-looking statements.

The information contained in this presentation includes alternative performance measures (also known as non-GAAP measures). The descriptions of the alternative performance measures are available on <https://www.gbl.be/en/glossary>.

In the context of the management of its public relations, GBL processes information about you which constitutes “personal data”. GBL has therefore adopted a General Privacy Policy available on its website ([http://www.gbl.be/en/General\\_Privacy\\_Policy](http://www.gbl.be/en/General_Privacy_Policy)). We invite you to carefully read this General Privacy Policy, which sets out in more detail in which context we are processing your personal data and explains your rights and our obligations in that respect.

By using or retaining a copy hereof, user and/or retainer hereby acknowledge, agree and accept that they have read this disclaimer and agreed to be bound by it.

Delivering  
meaningful  
growth

**GBL**