

2.1 Corporate Governance Statement

Groupe Bruxelles Lambert (“GBL” or the “Company”) complies with all corporate governance regulations. In this context, it complies in particular with the provisions of the 2020 Belgian Corporate Governance Code (the “2020 Code”)

The standards of conduct for members of GBL’s Board of Directors and its specialized Committees, as well as the rules governing the functioning of these bodies, are laid out in the Corporate Governance Charter (the “Charter”).

This document also includes the Dealing Code, which defines the rules applicable to transactions in GBL securities. The Board of Directors has ensured that this document reflects the various legal developments in the field of corporate governance, including the 2020 Code. The updated document is available on the Company’s website (www.gbl.com).

This Corporate Governance Statement describes the composition and functioning of GBL’s Board of Directors and its Committees. It outlines the practical application of GBL’s governance rules during the financial year ended December 31, 2025 and the period between the end of this financial year and the Board of Directors meeting on March 12, 2026. Furthermore, it lists the Company’s deviations from certain provisions of the 2020 Code and explains the reasons behind them. It also includes the remuneration policy and the remuneration report. Lastly, it reflects the principal characteristics of the Company’s internal control and risk management systems.