

## NOTICE OF THE 2026 ANNUAL GENERAL MEETING

We hereby give notice for the Annual General Meeting of Shareholders (the **AGM**) of Exor N.V. (the **Company**) which will be held on 20 May 2026, starting at 14.30 CEST at the offices of Freshfields LLP at Strawinskylaan 10, 1077 XZ Amsterdam, the Netherlands.

The language of the meeting shall be English. The items on the agenda of the AGM are as follows:

**1. OPENING**

**2. 2025 ANNUAL REPORT**

- a. *2025 Annual Report (discussion).*
- b. *Remuneration report (advisory vote).*
- c. *Adoption 2025 annual accounts (voting item).*
- d. *Explanation of the policy on dividends (discussion).*
- e. *Dividend distribution (voting item).*

**3. APPOINTMENT AUDITOR**

- a. *Appointment Deloitte Accountants B.V. as independent external auditor to carry out the audit on the annual accounts for the financial year 2027 (voting item).*
- b. *Appointment Deloitte Accountants B.V. as independent external auditor to carry out a limited assurance audit on the Company's sustainability reporting for the financial year 2026 (voting item).*

**4. DISCHARGE OF LIABILITY**

- a. *Release from liability of the executive director (voting item).*
- b. *Release from liability of the non-executive directors (voting item).*

**5. REAPPOINTMENT OF THE EXECUTIVE DIRECTOR**

*Reappointment of John Elkann as executive director (voting item).*

**6. (RE)APPOINTMENT OF NON-EXECUTIVE DIRECTORS**

- a. *Reappointment of Nithin Nohria as non-executive director (voting item).*
- b. *Reappointment of Sandra Dembeck as non-executive director (voting item).*
- c. *Reappointment of Axel Dumas as non-executive director (voting item).*
- d. *Appointment of Chin Yee PNG as non-executive director (voting item).*
- e. *Appointment of Benedetto della Chiesa as non-executive director (voting item).*

**7. DELEGATION TO THE BOARD OF DIRECTORS OF THE AUTHORITY TO ISSUE SHARES/AND OR GRANT RIGHTS TO SUBSCRIBE FOR SHARES IN THE CAPITAL OF THE COMPANY AND TO LIMIT OR EXCLUDE PRE-EMPTIVE RIGHTS**

- a. The authorization of the Board of Directors to issue shares (voting item).*
- b. The authorization of the Board of Directors to limit or exclude pre-emptive rights (voting item).*

**8. DELEGATION TO THE BOARD OF DIRECTORS TO REPURCHASE AND CANCEL ORDINARY SHARES IN THE COMPANY'S SHARE CAPITAL**

- a. The authorization of the Board of Directors to repurchase shares (voting item).*
- b. The authorization of the Board of Directors to cancel repurchased shares (voting item).*

**9. CLOSE OF MEETING**

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## AGM DOCUMENTATION

The AGM documentation:

- the agenda and explanatory notes to the agenda with the proposed resolutions;
- the Company's 2025 Annual Report, including the remuneration report, sustainability statement and independent auditor's report;
- statement of the total number of outstanding shares and voting rights at the date of this notice;
- proxy form for shareholders;
- instructions and documents for participation and voting at the AGM,

is available on the Company's website ([www.exor.com](http://www.exor.com)). This documentation is also available at the Company's offices (Hildegard von Bingenstraat 38, 1081 LH, Amsterdam, the Netherlands), for shareholders and other persons entitled to attend the meeting who will, upon request, receive a copy free of charge.

## PARTICIPATION AND RECORD DATE

Shareholders can hold shares in the Company in two ways:

- shareholders who hold ordinary shares and have elected to receive special voting shares upon completion of the required holding period (the **Electing Shareholders**) and are as such registered in the loyalty register of the Company (the **Loyalty Register**). The Loyalty Register is maintained on behalf of the Company in the records of the Company's agent Computershare S.p.A. (the **Agent**) at the address following this notice;
- shareholders who hold ordinary shares in a securities account with a bank, brokerage, or other intermediary (each an **Intermediary**) participating in the Monte Titoli system (the **Monte Titoli Participant Account**).

Under Dutch law and the Company's articles of association, in order to be entitled to attend and, if applicable, to vote at the AGM, shareholders (which for the purposes of this notice include holders of a Dutch law right of usufruct), must (i) be registered as of **22 April 2026** (the **Record Date**), in the register established for that purpose by the Board of Directors (the **AGM Register**) after reflecting all debit and credit entries as of the Record Date, regardless of whether the shares are still held by such holders at the date of the AGM and (ii) request registration in the manner mentioned below. The AGM Register established by the Board of Directors is: (i) in respect of Electing Shareholders, the Loyalty Register, and (ii) in respect of shareholders holding ordinary shares in a Monte Titoli Participant Account, the administration of an Intermediary.

## ATTENDANCE AND VOTING

### Electing Shareholders

The Agent will send the AGM documentation to Electing Shareholders at their address as they appear from the records maintained by the Agent, including a proxy form that allows them to give the Agent the right to vote on their shares at the AGM in accordance with their instructions. The proxy form will also be available on the Company's website.

Electing Shareholders will be entitled to attend the AGM (either in person or by proxy; please note proxy instructions below) if they have notified the Agent by **18:00 CEST on 13 May 2026** of their attendance in writing or electronically (contact details at the end of this notice).

### Shareholders holding ordinary shares in a Monte Titoli Participant Account

Shareholders holding ordinary shares in a Monte Titoli Participant Account who wish to attend the AGM (either in person or by proxy, please note proxy instructions below), should request their Intermediary to issue a statement confirming their shareholding (including the shareholder's name and address and the number of shares notified for attendance and held by the relevant shareholder on the Record Date). Intermediaries must submit attendance requests no later than **18:00 CEST on 13 May 2026** to the Agent.

If these shareholders request their Intermediary to attend the AGM (either in person or by proxy), they will receive from the Intermediary an attendance card issued in their name (the **Attendance Card**). This will serve as admission certificate and the shareholder (or his or her proxy) will need to submit the Attendance Card at the AGM to enter the AGM. For this purpose, the Attendance Card also contains a proxy form section. Prior to the AGM, the Attendance Card as well as a copy of the written power of attorney (when applicable), shall have to be handed over at the registration desk.

Alternatively, the abovementioned shareholders may give their voting instructions through the proxy form located on the Company's website (see instructions below). They can also cast their vote in advance of the AGM via the web procedure made available on the Company's website ([www.exor.com](http://www.exor.com)).

## REPRESENTATION BY PROXY

Subject to compliance with the above provisions, shareholders can attend and vote at the AGM in person or by proxy. In order to give the Agent proxy and voting instructions, the shareholder (a) must have registered his or her shares as set out above and (b) must ensure that the duly completed and signed proxy form including, as appropriate, voting instructions, will be received by the Agent (contact details below) by **18:00 CEST on 13 May 2026** in writing or electronically pursuant to instructions contained in the proxy forms.



## IDENTIFICATION

Persons entitled to attend the AGM in person will be required to show a valid identity document at the registration desk prior to admission to the AGM.

### **Address details of Agent:**

Computershare S.p.A.

Via Nizza 262/73, 10126 Torino (Italy)

e-mail: [exor@computershare.it](mailto:exor@computershare.it)

Exor N.V.

8 April 2026