



AGM TO BE HELD ON MAY 20, 2026 AT 14:30 CEST
 at the offices of Freshfields LLP at Strawinskylaan 10,
 1077 XZ Amsterdam, the Netherlands



PROXY FORM

To be sent to: **Computershare S.p.A.**, Via Nizza 262/73, 10126 Turin (Italy), as Agent for **EXOR N.V.**, not later than **18:00 CEST** on **May 13, 2026** by mail or e-mail (exor@computershare.it), as an attachment in PDF format.

Disclaimer

This Proxy Form shall be completed and signed by the Shareholder in order to appoint **Computershare S.p.A.** to vote online as per attached Voting Instructions Form at the AGM of EXOR N.V. Alternatively the Shareholder can **vote online** directly through the company website (www.exor.com).

Mandatory information *

THE UNDERSIGNED *(<i>natural person only</i>)			
Date of birth *	Place of birth *	Resident in (<i>town/city</i>) *	
At (<i>street address</i>) *		Tax Code*	
Telephone no. *	e-mail		
entitled to vote at the close of business of April 22, 2026 (record date) as (1) :			
<input type="checkbox"/> registered shareholder	<input type="checkbox"/> legal representative or agent with authority to sub-delegate	<input type="checkbox"/> pledgee	<input type="checkbox"/> taker-in
<input type="checkbox"/> beneficial interest holder	<input type="checkbox"/> official receiver	<input type="checkbox"/> manager	<input type="checkbox"/> other (specify)
for no. *	EXOR ordinary shares		
(2) registered in the name of (<i>legal or natural person</i>)			
Date of birth *	Place of birth *	Resident in (<i>town/city</i>) *	
At (<i>street address</i>) *		ID no. (tax code/LEI)	
Registered in the securities account (3) no.	At	Bank code (ABI)	Branch code (CAB)
as resulting from communication no. (4)		Made by (<i>Bank</i>)	

APPOINTS Computershare S.p.A. as appointed representative to attend at the above mentioned meeting, with reference to the above shares, and **to vote online in accordance with the instructions provided in the following Voting Instructions Form.** If no such directions are indicated, **ACKNOWLEDGES** that Computershare S.p.A. will have the authority **to vote “For”** with regard to all following proposals.

DATE	Identific. form (5) (<i>type</i>)*	Issued by *	no. *	SIGNATURE
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1. Specify the capacity of the proxy signatory and, where applicable, attach documentary proof of his/her power.
2. To be completed only if the registered shareholder is different from the proxy signatory; mandatory indications on relevant personal details must be included.
3. Provide the securities account number, Bank Codes and Branch Codes of the Depository, or in any case its name, available in the securities account statement.
4. Reference to the communication made by the intermediary and its name.
5. Provide details of a valid form of identification of the proxy signatory.



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VOTING INSTRUCTIONS FORM

The Undersigned

INSTRUCTS the Appointed Representative to vote online at the above indicated AGM as follows

Prog.	RESOLUTIONS OF THE AGENDA TO BE VOTED	VOTE <i>(Please tick as appropriate)</i>		
		For	Against	Abstain
0010	2.b. Remuneration report (advisory vote)	For	Against	Abstain
0020	2.c. Adoption 2025 annual accounts	For	Against	Abstain
0030	2.e. Dividend distribution	For	Against	Abstain
0040	3.a. Appointment Deloitte Accountants B.V. as independent external auditor to carry out the audit on the annual accounts for the financial year 2027	For	Against	Abstain
0050	3.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	For	Against	Abstain
0060	4.a. Release from liability of the executive director	For	Against	Abstain
0070	4.b. Release from liability of the non-executive directors	For	Against	Abstain
0080	5. Reappointment of John Elkann as executive director	For	Against	Abstain
0090	6.a. Reappointment of Nithin Nohria as non-executive director	For	Against	Abstain
0100	6.b. Reappointment of Sandra Dembeck as non-executive director	For	Against	Abstain
0110	6.c. Reappointment of Axel Dumas as non-executive director	For	Against	Abstain
0120	6.d. Appointment of Chin Yee PNG as non-executive director	For	Against	Abstain
0130	6.e. Appointment of Benedetto della Chiesa as non-executive director	For	Against	Abstain
0140	7.a. The authorization of the Board of Directors to issue shares	For	Against	Abstain
0150	7.b. The authorization of the Board of Directors to limit or exclude pre-emptive rights	For	Against	Abstain
0160	8.a. The authorization of the Board of Directors to repurchase shares	For	Against	Abstain
0170	8.b. The authorization of the Board of Directors to cancel repurchased shares	For	Against	Abstain

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