

COMPOSITION ON MAY 27, 2026

BOARD OF DIRECTORS		COMMITTEES					
Members / Directors	Expiration of term	COMMITMENTS	AUDIT, COMPLIANCE & RISKS	APPOINTMENTS AND COMPENSATION	ESG	INTERNATIONAL STRATEGY	
1	Sébastien BAZIN	GM 2028	Ugo ARZANI	Anne-Laure KIECHEL*	Bruno PAVLOVSKY*	Hélène AURIOL POTIER*	Isabelle SIMON*
2	Isabelle SIMON*	GM 2028	Anne-Laure KIECHEL*	Ugo ARZANI	Asma ABDULRAHMAN AL-KHULAIFI	Asma ABDULRAHMAN AL-KHULAIFI	Asma ABDULRAHMAN AL-KHULAIFI
3	Asma ABDULRAHMAN AL-KHULAIFI	GM 2028	Isabelle SIMON*	Hélène AURIOL POTIER*	Helène AURIOL POTIER*	Qiong Er JIANG*	Qiong Er JIANG*
4	Ugo ARZANI	GM 2028	Sarmad ZOK	Bruno PAVLOVSKY*	Isabelle SIMON*	Anne-Laure KIECHEL*	Sarmad ZOK
5	Hélène AURIOL POTIER*	GM 2028		Isabelle SIMON*	Sarmad ZOK	Bruno PAVLOVSKY*	
6	Iliane DUMAS (AS)	01/04/2029		Sarmad ZOK	Iliane DUMAS (AS)	Isabelle SIMON*	
7	Katherine E. FLEMING*	GM 2028				Christine SERRE (AS)	
8	Qiong Er JIANG*	GM 2028					
9	Anne-Laure KIECHEL*	GM 2029					
10	Bruno PAVLOVSKY*	GM 2029					
11	Christine SERRE (AS)	18/01/2027					
12	Sarmad ZOK	GM 2028					

* Independent Directors

(AS) Directors representing employees