

	COMPOSITION ON MAY 28, 2025									
	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*	TBD*		
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		Iris KNOBLOCH	Hélène AURIOL POTIER*	Helène AURIOL POTIER*	Qiong Er JIANG*	Qiong Er JIANG*		
4	Ugo ARZANI	GM 2028		Isabelle SIMON*	Iris KNOBLOCH	Isabelle SIMON*	Anne-Laure KIECHEL*	Iris KNOBLOCH		
5	Hélène AURIOL POTIER*	GM 2028		Sarmad ZOK	Bruno PAVLOVSKY*	Sarmad ZOK	Bruno PAVLOVSKY*	Isabelle SIMON*		
6	Iliane DUMAS (AS)	02/05/2026			Isabelle SIMON*	Iliane DUMAS (AS)	Isabelle SIMON*	Sarmad ZOK		
7	Katherine E. FLEMING*	GM 2028					Christine SERRE (AS)			
8	Qiong Er JIANG*	GM 2028								
9	Anne-Laure KIECHEL*	GM 2026								
10	Iris KNOBLOCH	GM 2026								
11	Bruno PAVLOVSKY*	GM 2026								
13	Christine SERRE (AS)	18/01/2027								
14	Sarmad ZOK	GM 2028								

* Independent Directors

(AS) Directors representing employees