

COMPOSITION ON FEBRUARY 18, 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	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					
12 Christine SERRE (AS)	18/01/2027					
13 Sarmad ZOK	GM 2028					

* Independent Directors

(AS) Directors representing employees