

COMPOSITION ON MAY 28, 2025

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	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*	Nicolas SARKOZY*
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	Nicolas SARKOZY*	GM 2028						
13	Christine SERRE (AS)	18/01/2027						
14	Sarmad ZOK	GM 2028						

* Independent Directors

(AS) Directors representing employees