3.4 ORGANISATION OF THE SUPERVISORY BOARD

3.4.1 KEY DATA ON THE SUPERVISORY BOARD AS AT 31 DECEMBER 2022

SUPERVISORY BOARD

- **50%** of women 1
- **1/3** proportion of independent members 1
- 14 members
- 7 meetings in 2022 | 96.94% attendance
- 2 committees

**AUDIT AND RISK COMMITTEE**
- 5 members
- 6 meetings in 2022 | 93.33% attendance
- 60% independence | 9 years' average length of service 2
- 40% women including the Chairwoman

**COMPENSATION, APPOINTMENTS, GOVERNANCE AND CSR COMMITTEE**
- 3 members
- 6 meetings in 2022 | 88.33% attendance
- 67% independence | 9 years' average length of service 2
- 67% women including the Chairwoman

**Age**
- Average: 53 years 2

**Seniority**
- Average: 8 years 2

**Number of terms of office expiring**
- 1/3 per years 2

1. The members of the Supervisory Board representing employees are not taken into account for the calculation of these proportions.
2. Average calculated on the basis of ages and lengths of service of members of the Supervisory Board, determined on a full-year basis as at 31 December 2022.
3. 12 members are appointed by the Shareholders' General Meeting and two members, representing employees, are appointed by the Group Works Council.
4. Supervisory Board members representing employees.
5. Excluding Supervisory Board members representing employees.