



Non-Executive Directors - Anticipated Dates of Retirement

Name	First Appointment	Expected date of Retirement
Feike Sijbesma	01.11.2014	31.10.2023*
Nils Andersen	30.04.2015	AGM 2024
Judith Hartmann	30.04.2015	AGM 2024
Strive Masiyiwa	21.04.2016	AGM 2025
Youngme Moon	21.04.2016	AGM 2025
Andrea Jung	03.05.2018	AGM 2027
Susan Kilsby	01.08.2019	AGM 2028
Adrian Hennah	01.1.2021	AGM 2030
Ruby Lu	01.11.2021	AGM 2030
Nelson Peltz	20.07.2022	AGM 2031
Ian Meakins	01.09.2023*	AGM 2032

*as announced publicly

August 2023