

Appendix 1. Nomination Procedure and Selection Criteria for Directors

When a Director's office is scheduled to become available, the NRC should discuss the following elements in order to allow the Chairman sufficient time to lead the nomination process:

- the intention to recommend to the Board to add a new Director, or to replace or re-appoint an incumbent Director;
- the need for a non-executive or executive Director;
- the independence requirements (cf. section II.2.4 of the CG Charter);
- the competency profile of the individual and the selection criteria;
- the expected timetable.

The Chairman reports to the NRC on the progress made (e.g. long and short list of candidates, external support used, etc.) in order to allow the NRC to make a reasoned recommendation to the Board.