

**Remuneration per individual director
(on a consolidated basis, in EUR)
for FY 2025**

	Remuneration	Remuneration for AC and RCC members	Attendance fees	Total
Koenraad Debackere	300 000	–	–	300 000
Michiel Allaerts (from 30 April 2025)	13 333	–	35 000	48 333
Alain Bostoën	30 000	–	55 000	85 000
Eric Clinck	30 000	–	55 000	85 000
Sonja De Becker	40 000	60 000	55 000	155 000
Marc De Ceuster	65 000	90 000	62 500	217 500
Franky Depickere	65 000	160 000	57 500	282 500
Frank Donck	30 000	60 000	55 000	145 000
Line Hestvik (from 30 April 2025)	13 333	40 000	52 500	105 833
Liesbet Okkerse	40 000	–	55 000	95 000
Alicia Reyes Revuelta	30 000	60 000	75 000	165 000
Diana Rádl Rogerová	30 000	60 000	82 500	172 500
Theodoros Roussis (until 30 April 2025)	10 000	–	20 000	30 000
Raf Sels	30 000	–	55 000	85 000
Philippe Vlerick	60 000	–	55 000	115 000
Kristine Braden (from 30 April 2025)	13 333	40 000	52 500	105 833