

Board of Directors

Name	Position	Initially appointed	Term expires	Other positions held in other companies
Remi DORVAL ⁽²⁾ <i>(independent Director)</i> Nationality : French	Chairman of the Board	March 8, 2005	2018 General Meeting	<ul style="list-style-type: none"> ▪ Member of the steering committee of La Fabrique de la Cité
Helen LEE BOUYGUES <i>(independent Director)</i> Nationality : American	Director	March 8, 2018	2020 General Meeting	<ul style="list-style-type: none"> ▪ President of HLB Partners ▪ Director and member of the Audit & Remuneration committee of Burelle SA (a company listed on Euronext Paris) ▪ Governor and member of Finance and Strategy Committees of the American Hospital of Paris (non-profit) ▪ Director of NEOEN SAS
Michael DALY ⁽²⁾⁽⁴⁾ <i>(independent Director)</i> Nationality : British	Director	September 30, 2015	2021 General Meeting	<ul style="list-style-type: none"> ▪ Senior Director at Macro Advisory Partners (UK) ▪ Non-executive director with Tullow Oil (UK) ▪ Visiting Professor in Earth Sciences at the University of Oxford (UK) ▪ Director of Daly Advisory and Research Ltd. (UK)
Patrice GUILLAUME Nationality : French	Director representing employees	December 15, 2017	2021 General Meeting	N/A
Anne France LACLIDE-DROUIN <i>(independent Director)</i> Nationality : French	Director	October 31, 2017	2021 General Meeting	<ul style="list-style-type: none"> ▪ Chief Financial Officer of Consolis Holding SAS ▪ Director of Bonna Sabla SA ▪ Director of Consolis Oy AB (Finland) ▪ Director of Parma Oy (Finland) ▪ Member of the Supervisory Board and Chairman of WPS Ujski (Poland) ▪ Director of Philbert Tunisia SA (Tunisia) ▪ Member of the Supervisory Board of ASA Epitoipari Kft (Hungary) ▪ General Manager of Compact (BC) SARL (Luxembourg)

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Colette LEWINER <i>(independent Director)</i> Nationality : French	Director	March 8, 2018	2019 General Meeting	<ul style="list-style-type: none"> ▪ Director, Member of the Strategy & Sustainable Development Committee of Nexans (a company listed on Euronext Paris) ▪ Director, Chairwoman of the Selection and Compensation Committee of Bouygues (a company listed on Euronext Paris) ▪ Director, Member of the Accounts Committee, Member of the Ethics Committee and Chairwoman of the Selection and Compensation Committee of Colas (a company listed on Euronext Paris and at 96.6% controlled by Bouygues) ▪ Director, Chairwoman of the Audit Committee, Member of the Governance Committee of Getlink (formerly Eurotunnel, a company listed on Euronext Paris) ▪ Director, Member of the Audit Committee, Chairwoman of the Ethic Committee, Member of the Nomination and Remuneration Committee of EDF (a company listed on Euronext Paris) ▪ Director, Member of the Strategy Committee, Member of the Audit Committee of Ingenico (a company listed on Euronext Paris — this term of office will expire at the end of the next annual general meeting of Ingenico).
Gilberte LOMBARD⁽¹⁾⁽⁴⁾ <i>(independent Director)</i> Nationality : French	Director	May 4, 2011	2019 General Meeting	<ul style="list-style-type: none"> ▪ Director, Chairman of the Remuneration Committee and member of the Strategic Committee of Robertet (company listed on Euronext Paris) ▪ Director of the Vernet Retraite Association
Heidi PETERSEN <i>(independent Director)</i> Nationality : Norwegian	Director	March 23, 2018	2020 General Meeting	<ul style="list-style-type: none"> ▪ Chairman of Future Technology AS (Norway) ▪ Director of Arendals Fossekompagni ASA (a company listed on the Oslo Stock Exchange) ▪ Director of HIP (Herøya Industripark) AS (Norway)
Mario RUSCEV <i>(independent Director)</i> Nationality : French	Director	March 8, 2018	2019 General Meeting	N/A

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Philippe SALLE <i>(independent Director)</i> Nationality : French	Director	March 8, 2018	2021 General Meeting	<ul style="list-style-type: none"> ▪ CEO of Foncia ▪ Director of Gaztransport and Technigaz (a company listed on Euronext Paris) ▪ Director of Banque Transatlantique
Robert F. SEMMENS ⁽²⁾⁽³⁾ Nationality: American	Director	December 13, 1999	2019 General Meeting	<ul style="list-style-type: none"> ▪ Director of MicroPharma Limited (Canada) ▪ Director of Bronco Holdings, LLC. (USA) ▪ Adjunct Professor of Finance, Leonard N. Stern School of Business, New York University (USA)
Kathleen SENDALL ⁽³⁾⁽⁴⁾ <i>(independent Director)</i> Nationality: Canadian	Director	May 5, 2010	2018 General Meeting	<ul style="list-style-type: none"> ▪ Director of ENMAX (Canada) ▪ Trustee of the Ernest C. Manning Awards Foundation ▪ Chairman of the Board of Directors of Emissions Reduction Alberta (Canada)

⁽¹⁾ Member of the Audit Committee

⁽²⁾ Member of the Technology/Strategy Committee

⁽³⁾ Member of the Appointment & Remuneration Committee

⁽⁴⁾ Member of the Health, Safety, Environment and Sustainable Development Committee