

## 1. Administrative and management bodies

### 1.1. Management method and statutory information

The Extraordinary General Meeting of June 6, 2002, brought the articles of association into line with law no. 2001-420 of May 15, 2001, enabling, in particular, the Board of Directors to decide on one of the two methods of managing the corporation, namely separating or combining the functions of Chief Executive Officer and Chairman of the Board of Directors, this decision being made in the event of any appointment or renewal of the term of office of the Chairman or Chief Executive Officer. The management method adopted remains in force until the end of the term of office of the first of these.

#### CHAIRMAN AND CHIEF EXECUTIVE OFFICER

On March 14, 2019 the Board of Directors voted to combine the functions of Chief Executive Officer and Chairman of the Board of Directors and after having noted the resignation of Vincent Bolloré as Chairman and Chief Executive Officer, appointed Cyrille Bolloré to said office. Subject to the powers expressly accorded by law to shareholders' meetings and to the Board of Directors and within the scope of the company purpose, the Chairman and Chief Executive Officer is granted all powers to act in the name of the company in any circumstances.

#### VICE-CHAIRMAN

The Board of Directors may appoint from among its members one or more Vice-Chairmen responsible for chairing Board meetings if the Chairman is absent or unable to attend, if this absence is not being covered by the Vice-Chairman and Managing Director.

Yannick Bolloré and Cédric de Baillencourt were confirmed as Vice-Chairmen at the March 14, 2019 meeting of the Board of Directors.

### 1.2. Operating methods of executive management (article L. 225-37-4, 4 of the French commercial code [Code de commerce])

Following Vincent Bolloré's decision not to seek of his term of office as director at the Ordinary General Meeting and place his office as Chairman at the disposal of the Board for the sake of best governance practice, the Board of Directors of March 14, 2019 appointed Cyrille Bolloré as Chairman and Chief Executive Officer.

This is because this method of governance is particularly suited to the company's specifics and enables an efficient response in decision-making processes and speed when managing and developing the company's activities.

### 1.3. Powers and possible limitations by the Board of Directors of the powers of the Chief Executive Officer (article L. 225-37-4, 7 of the French commercial code [Code de commerce])

In his role as Chief Executive Officer, the Chairman and Chief Executive Officer has the broadest powers to act under all circumstances on behalf of the company. He exercises his powers within the scope of the corporate's purpose and subject to the powers expressly attributed to Shareholders' Meetings and to the Board of Directors. He represents the company in its dealings with third parties.

Nevertheless, the Chairman and Chief Executive Officer shall submit all operations of genuine strategic importance to the Board's approval. In accordance with the by-laws of the Board of Directors, the Board must approve any material transaction which is not in line with the strategy announced or which is likely to change the scope of the company's business.

In his role as Chairman of the Board of Directors and pursuant to article L. 225-51 of the French commercial code (*Code de commerce*), the Chairman and Chief Executive Officer organizes and directs the work of the Board, about which he reports to the General Shareholders' Meeting. He ensures the proper functioning of the corporate bodies and ensures in particular that the directors are able to fulfill their missions.

On March 14, 2019, the Chairman and Chief Executive Officer was granted the authority by the Board to issue bonds, endorsements and guarantees to third parties on behalf of the company for a period of one year for the Group's day-to-day operations, up to an overall limit of 300 million euros (300,000,000 euros), it being specified that an unlimited amount of bonds, endorsements and guarantees may be granted to the tax and customs authorities.

Furthermore, on March 14, 2019, the Board of Directors renewed the authorization granted to the Chairman and Chief Executive Officer to carry out, i) any bond issue, and establish the terms and conditions thereof, and ii) any issue of complex securities that are debt securities granting rights to the allocation of other debt securities or giving access to existing equity securities, up to an overall limit of 700 million euros (700,000,000 euros).

### 1.4. Composition of the Board of Directors (article L. 225-37-4, 5 of the French commercial code [Code de commerce])

#### 1.4.1. GENERAL RULES

In accordance with the law, the directors are appointed by the Ordinary General Meeting on the proposal of the Board of Directors after consultation of the Compensation and Appointments Committee, and the Board may, under the conditions provided by law, make provisional appointments. They may be dismissed at any time by decision of the General Shareholders' Meeting.

The Board must comprise at least three and at most eighteen members, subject to the waiver provided for by law in the event of a merger. Their term of office is three years and they may be re-elected.

The Extraordinary General Meeting of June 5, 2014, deliberating in connection with the implementation of the Job Security Act of June 14, 2013, regarding in particular the appointment of director employees with voting rights to the Board of Directors, amended the articles of association to include provisions detailing the conditions of appointment of directors representing the employees.

Thus, the articles of association provide that employee directors are appointed by the Group Works Committee for a three-year term, their functions ending three years after the date of their appointment by the Committee.

At its meeting of November 22, 2017, the Group Works Committee was asked to appoint directors representing the employees to the Board of Directors, and Elsa Berst and Nicolas Alteirac were appointed to those positions. The Board is composed of eighteen members appointed by the Ordinary General Meeting and two employee directors appointed by the Group Works Committee.

#### **MEMBERS OF THE BOARD APPOINTED BY THE ORDINARY GENERAL MEETING OR BY THE BOARD OF DIRECTORS UNDER THE CONDITIONS PROVIDED BY LAW**

Cyrille Bolloré (Chairman and Chief Executive Officer), Vincent Bolloré, Yannick Bolloré (Vice-Chairman), Cédric de Bailliencourt (Vice-Chairman), Bolloré Participations (represented by Gilles Alix), Chantal Bolloré, Marie Bolloré, Sébastien Bolloré, Valérie Coscas, Financière V (represented by Marie-Annick Darmaillac), Hubert Fabri, Omnium Bolloré (represented by Janine Goalabrè), Dominique Hériard-Dubreuil, Céline Merle-Béral, Alexandre Picciotto, Olivier Roussel, Martine Studer and François Thomazeau.

Of the 18 members of the Board and in accordance with the independence criteria confirmed by the Board of Directors at its meeting of March 14, 2019, Valérie Coscas, Hubert Fabri, Dominique Hériard-Dubreuil, Alexandre Picciotto, Olivier Roussel, Martine Studer and François Thomazeau are considered independent.

#### **MEMBERS OF THE BOARD APPOINTED BY THE GROUP WORKS COMMITTEE**

Elsa Berst, Nicolas Alteirac.

The Ordinary General Meeting may, on the proposal of the Board of Directors, appoint a panel of observers to be invited to attend Board meetings with advisory status only.

Directors must refrain from trading in company securities (i) during a period of thirty calendar days before publication of the annual and half-year financial statements and (ii) during a period of fifteen calendar days before publication of quarterly information, (iii) at all times when aware of any information which, if made public, would be liable to affect the share price for as long as the information in question has not been made public.

At its meeting on March 20, 2014, the Board of Directors included a provision in its bylaws requiring each director to allocate 10% of the directors' fees that he/she receives for performing his/her duties as a director to purchasing Bolloré securities until the consideration for his/her number of shares reaches the equivalent of one year of directors' fees received.

## 4 Corporate governance

### 1. Administrative and management bodies

#### 1.4.2. MEMBERS OF THE BOARD OF DIRECTORS AS OF MARCH 14, 2019 (DATE OF APPROVAL BY THE BOARD OF THE 2018 FINANCIAL STATEMENTS)

Directors	Nationality	Date of birth	Gender	First appointed	Date of last reappointment	End of office	Independent director	Attendance rate at Board meetings	Member of the Board Committees	Attendance rate at Committee meetings
Cyrille Bolloré Chairman and Chief Executive Officer	French	07/19/1985	M	03/14/2019	06/03/2016	2019 (AGM approving the 2018 financial statements)	-	100%	-	-
Vincent Bolloré	French	04/01/1952	M	06/28/1990	06/03/2016	2019 (AGM approving the 2018 financial statements)	-	100%	-	-
Yannick Bolloré Vice-Chairman	French	02/01/1980	M	06/10/2009	06/03/2016	2019 (AGM approving the 2018 financial statements)	-	100%	-	-
Cédric de Bailliencourt Vice-Chairman	French	07/10/1969	M	12/12/2002	06/03/2016	2019 (AGM approving the 2018 financial statements)	-	100%	-	-
Gilles Alix representative of Bolloré Participations	French	10/01/1958	M	06/29/1992	06/03/2016	2019 (AGM approving the 2018 financial statements)	-	100%	CAC <sup>(2)</sup>	100%
Nicolas Alteirac <sup>(1)</sup> Director representing the employees	French	03/10/1980	M	11/22/2017	-	11/22/2020	NA	100%	-	-
Elsa Berst <sup>(1)</sup> Director representing the employees	French	02/20/1985	F	11/22/2017	-	11/22/2020	NA	100%	CAC <sup>(2)</sup>	- <sup>(3)</sup>
Chantal Bolloré	French	09/06/1943	F	06/03/2016	-	2019 (AGM approving the 2018 financial statements)	-	100%	-	-
Marie Bolloré	French	05/08/1988	F	06/09/2011	06/01/2017	2020 (AGM approving the 2019 financial statements)	-	100%	-	-
Sébastien Bolloré	French	01/24/1978	M	06/10/2010	06/03/2016	2019 (AGM approving the 2018 financial statements)	-	66.66%	-	-
Valérie Coscas	French	07/17/1974	F	06/03/2016	-	2019 (AGM approving the 2018 financial statements)	Yes	100%	-	-
Marie-Annick Darmaillac representative of Financière V	French	11/24/1954	F	06/03/2016	-	2019 (AGM approving the 2018 financial statements)	-	100%	-	-
Hubert Fabri	Belgian	01/28/1952	M	06/07/2006	06/01/2018	2021 (AGM approving the 2020 financial statements)	Yes	100%	-	-
Janine Goalabré representative of Omnium Bolloré	French	02/29/1948	F	06/03/2016	-	2019 (AGM approving the 2018 financial statements)	-	100%	-	-

Directors	Nationality	Date of birth	Gender	First appointed	Date of last reappointment	End of office	Independent director	Attendance rate at Board meetings	Member of the Board Committees	Attendance rate at Committee meetings
Dominique Hériard-Dubreuil	French	07/06/1946	F	06/04/2015	06/01/2018	2021 (AGM approving the 2020 financial statements)	Yes	100%		–
Céline Merle-Béral	French	01/16/1969	F	06/05/2014	06/01/2017	2020 (AGM approving the 2019 financial statements)	–	66.66%	–	–
Alexandre Picciotto	French	05/17/1968	M	06/04/2015	06/01/2018	2021 (AGM approving the 2020 financial statements)	Yes	100%	–	–
Olivier Roussel	French	06/12/1947	M	06/17/1998	06/03/2016	2019 (AGM approving the 2018 financial statements)	Yes	66.66%	Audit Committee CAC <sup>(2)</sup>	100% 100%
Martine Studer	Franco-Ivorian	01/30/1961	F	06/09/2011	06/01/2017	2020 (AGM approving the 2019 financial statements)	Yes	66.66%	Audit Committee CAC <sup>(2)</sup>	50% 50%
François Thomazeau	French	06/07/1949	M	03/22/2007	06/03/2016	2019 (AGM approving the 2018 financial statements)	Yes	100%	Audit Committee	100%

#### Changes in the composition of the Board of Directors

Vincent Bolloré Vincent Bolloré resigned from his office as Chairman and Chief Executive Officer on March 14, 2019.  
Cyrille Bolloré Cyrille Bolloré was appointed Chairman and Chief Executive Officer by the Board of Directors on March 14, 2019, thereby terminating his offices as Deputy Chief Executive Officer and Vice-Chairman and Managing Director.

(1) Appointment by the Group Works Committee.

(2) Compensation and Appointments Committee (CAC).

(3) Appointment at the Board of Directors meeting of August 31, 2018.

## 1.5. Diversity policy applied to the Board, information about Executive Committee diversity and gender diversity results in the 10% of positions with the most responsibility (article L. 225-37-4, 6 of the French commercial code [Code de commerce])

The Board of Directors carefully applies the principles of the Afep-Medef Code and has in recent years sought to ensure a decent balance in its composition by seeking out diverse profiles, in terms of age, gender and richness and diversity of skills and experiences (presented for each corporate officer in Chapter 4, Section 1.6).

This search for diversification was conducted to maintain the proportion of independent directors above the one-third threshold recommended by the Afep-Medef Code.

The composition of the Board is in accordance with the provisions of law relating to the representation of women, which sets a proportion of at least 40% of directors of each gender.

Employee representation on the Board is also provided by two directors who were appointed in accordance with the articles of association.

The management of Bolloré has not established a committee to assist it in the exercise of its general missions and looks to the Board of Directors and Board Committees for this purpose. Accordingly, no information on how the company seeks a balanced representation of men and women on the Executive Committee needs to be given in the report on corporate governance.

As regards information on the gender diversity results for the 10% of positions with the highest responsibility, the Board of Directors wishes to emphasize that professional equality between women and men is identified as a lever of transformation with unifying potential for all Bolloré Group divisions.

As of December 31, 2018, 559 Bolloré employees were used to calculate the gender equality index. Among the 56 positions representing the 10% of positions with the highest responsibility, the company has 16 women and 40 men, for a 29% presence of women.

Aware that the need to promote diversity in these positions is an imperative, the management has three objectives:

- greater presence of women in jobs with equal skills where they have low representation, through information campaigns with the appropriate demographics and institutions;
- promote women's access to positions of responsibility, through the selection of more women for management training programs;
- monitor and support women in their professional development through the use of mentoring.

To fulfill these objectives and promote diversity in positions with greater responsibility the Human Resources Department, in partnership with the management of the various Group entities, has implemented various actions:

- "Career Committees" are organized to identify employees, both men and women, who are able to advance within the Group and take positions with greater responsibilities;
- for the same purpose, the Human Resources Department is developing management training courses to enable employees, regardless of their gender, to develop managerial skills that are often required for high-responsibility positions;
- in its recruitment policy, the company is scrupulous to maintain gender parity throughout the selection process, especially for high-responsibility positions.

## 4 Corporate governance

### 1. Administrative and management bodies

#### 1.6. Expertise and list of corporate offices of the corporate officers (article L. 225-37-4, 1 of the French commercial code [Code de commerce])

We set out here below a list of all corporate offices held by each company officer, in any company, during the past five years.

##### CYRILLE BOLLORÉ, Chairman and Chief Executive Officer

Business address

Tour Bolloré  
31-32, quai de Dion-Bouton  
92811 Puteaux Cedex, France

Expertise and management experience

Graduate of the University of Paris-IX-Dauphine (Master [MSc] in Economics and Management – Major in Finance).

Deputy Manager of Supplies and Logistics of Bolloré Énergie from November 2007 to November 2008.

Manager of Supplies and Logistics of Bolloré Énergie from December 2008 to August 2010.

Chief Executive Officer of Bolloré Énergie from September 1, 2010 to September 2011.

Chairman of Bolloré Energy since October 3, 2011.

Vice-Chairman and Managing Director of Bolloré from August 31, 2012, to March 14, 2019.

Chairman of Bolloré Logistics until December 2014.

Chairman of Bolloré Africa Logistics from November 2014 to May 2016.

Chairman of Bolloré Transport & Logistics Corporate (formerly Bolloré Transport & Logistics) since April 2016.

Deputy Chief Executive Officer of Bolloré from June 5, 2013 to March 14, 2019.

Chief Executive Officer of Financière de l'Odet from September 1, 2017 to March 14, 2019.

Chairman and Chief Executive Officer of Bolloré, since March 14, 2019.

Member of the Supervisory Board of Vivendi, since April 15, 2019.

Number of company shares held: 201,100.

##### Corporate offices currently held

###### Corporate offices held in French companies

— *Corporate offices held within the Bolloré Group*

- Chairman and Chief Executive Officer of Bolloré;
- Chairman of the Board of Directors of Bolloré Energy;
- Chairman of Bolloré Transport & Logistics Corporate (formerly Bolloré Transport & Logistics);
- Chairman of the Management Board of Compagnie du Cambodge<sup>(1)</sup>;
- Chief Executive Officer and Vice-Chairman of Financière de l'Odet<sup>(1)</sup>;
- Director of Bolloré<sup>(1)</sup>, Bolloré Energy, Bolloré Participations, Financière de l'Odet<sup>(1)</sup>, Financière V, Omnium Bolloré, Société Industrielle et Financière de l'Artois<sup>(1)</sup>, Blue Solutions<sup>(1)</sup> and Bolloré Logistics;
- Permanent representative of Compagnie du Cambodge on the Board of Financière Moncey<sup>(1)</sup>;
- Permanent representative of Financière de Cézembre on the Board of Société Française Donges Metz;
- Permanent representative of Bolloré Transport & Logistics Corporate on the Board of Bolloré Africa Logistics;
- Permanent representative of Globolding on the Board of Sogetra;
- Chairman of the Supervisory Board of Sofibol;
- Chairman of BlueElec.

— *Other corporate offices*

- Member of the Supervisory Board of Vivendi<sup>(1)</sup>;

###### Corporate offices held in non-French companies

— *Corporate offices held within the Bolloré Group*

- Director of Financière du Champ de Mars, SFA SA, Nord-Sumatra Investissements, Plantations des Terres Rouges and African Investment Company;
- Permanent representative of Société de Participations Africaines on the Board of Bolloré Transport & Logistics Congo (formerly Bolloré Africa Logistics Congo);

— *Other corporate offices*

- Permanent representative of Bolloré Participations on the Board of Socfinaf<sup>(1)</sup>.

##### Corporate offices whose terms expired in the previous five years

###### Corporate offices held in French companies

— *Corporate offices held within the Bolloré Group*

- Deputy Chief Executive Officer of Bolloré;
- Vice-Chairman and Managing Director of Bolloré;
- Chief Executive Officer of Financière de l'Odet;
- Director of Bolloré Africa Railways;
- Chairman and member of the Supervisory Board of Compagnie du Cambodge;
- Chief Executive Officer of Société Industrielle et Financière de l'Artois;
- Permanent representative of Bolloré Transport Logistics on the Board of Bolloré Africa Logistics;
- Permanent representative of Bolloré Transport Logistics Corporate among the directors of Bolloré Logistics;
- Permanent representative of Bolloré Transport Logistics on the Board of SDV Logistique Internationale;
- Permanent representative of Bolloré Transport Logistics on the Board of Kerné Finance;
- Permanent representative of Bolloré Energy on the Board of La Charbonnière.

— *Other corporate offices*

- Vice-Chairman of the Comité Professionnel des Stocks Stratégiques Pétroliers;
- Member of the Management Board of Société des Pipelines de Strasbourg SARL.

###### Corporate offices held in non-French companies

— *Corporate offices held within the Bolloré Group*

- Director of CICA SA (CH);
- Director of Satram Huiles SA (CH);
- Permanent representative of Société Financière Panafricaine on the Board of Camrail;
- Permanent representative of Socapao on the Board of Congo Terminal;
- Permanent representative of Société de Participations Africaines on the Board of Douala International Terminal.

— *Other corporate offices*

- Director of CIPCH BV (NL).

##### VINCENT BOLLORÉ

Business address

Tour Bolloré  
31-32, quai de Dion-Bouton  
92811 Puteaux Cedex, France

Expertise and management experience

Industrialist, Chairman of the Bolloré Group since 1981.

Number of company shares held: 5,372,900.

##### Corporate offices currently held

###### Corporate offices held in French companies

— *Corporate offices held within the Bolloré Group*

- Chairman and Chief Executive Officer of Financière de l'Odet and Bolloré Participations (SA);
- Chairman of the Board of Directors (separate Chairman and Chief Executive Officer) of Blue Solutions<sup>(1)</sup>;
- Chairman of Somabol (SCA);
- Chief Executive Officer of Omnium Bolloré Omnium Bolloré (SAS) and Financière V (SAS);
- Director of Blue Solutions<sup>(1)</sup>, Bolloré<sup>(1)</sup>, Bolloré Participations, Financière Moncey<sup>(1)</sup>, Financière de l'Odet<sup>(1)</sup>, Financière V and Omnium Bolloré;
- Permanent representative of Bolloré Participations on the Board of Directors of Société Industrielle et Financière de l'Artois<sup>(1)</sup>;
- Permanent representative of Bolloré Participations on the Supervisory Board of Compagnie du Cambodge<sup>(1)</sup>.

— *Other corporate offices*

- Permanent representative of Bolloré on the Board of Fred & Farid Group (SAS);
- Member of the Supervisory Board of Canal+ group (SA).

(1) Listed company.

(1) Listed company.

**Corporate offices held in non-French companies**

— *Corporate offices held within the Bolloré Group*

- Chairman of the Board of Directors of Nord-Sumatra Investissements, Financière du Champ de Mars and BB Groupe SA;
- Director of BB Group SA and Plantations des Terres Rouges;
- Acting Director of Nord-Sumatra Investissements and Financière du Champ de Mars.

— *Other corporate offices*

- Vice-Chairman of Société des Caoutchoucs de Grand Bereby (SOGB)<sup>(1)</sup> and Bereby Finances;
- Director of Socfinaf (formerly Intercultures)<sup>(1)</sup>, Liberian Agricultural Company (LAC), Plantations Nord-Sumatra Ltd, Socfin (formerly Socfinal)<sup>(1)</sup>, Socfinasia<sup>(1)</sup>, Socfindo, Socfin KCD, Socfin Agricultural Company Ltd (SAC), Plantations Socfinaf Ghana Ltd (PSG), Coviphama Ltd et Socfinco FR;
- Permanent representative of Bolloré Participations on the Boards of Directors of Bereby Finances, Société Camerounaise de Palmeraies (Socapalm)<sup>(1)</sup>, Société des Caoutchoucs de Grand Bereby (SOGB)<sup>(1)</sup>, Brabanta and SAFA Cameroun<sup>(1)</sup>.

**Corporate offices whose terms expired in the previous five years****Corporate offices held in French companies**

— *Corporate offices held within the Bolloré Group*

- Chairman and Chief Executive Officer of Bolloré
- Chairman of the Board of Directors of Financière de l'Odé

— *Other corporate offices*

- Chairman of the Supervisory Board of Canal+ group (SA);
- Chairman and Vice-Chairman of the Supervisory Board of Vivendi.
- Member of the Supervisory Board of Vivendi<sup>(1)</sup>.

**Corporate offices held in non-French companies**

— *Corporate offices held within the Bolloré Group*

- Permanent representative of Bolloré Participations on the Board of Directors of Bolloré Transport & Logistics Congo;
- Permanent representative of Bolloré Participations on the Board of Directors of SAFA.

— *Other corporate offices*

- Joint manager of Brabanta;
- Permanent representative of Bolloré Participations on the Board of Directors of Palmeraies du Cameroun;
- Director of Centrages;
- Director of Socfin Consultant Services "Socfinco SA".

**YANNICK BOLLORÉ, Vice-Chairman**

Business address

Havas  
29-30, quai de Dion-Bouton  
92811 Puteaux Cedex, France

Expertise and management experience

Graduate of Université Paris-IX-Dauphine.  
2001: Co-Founder and Chief Executive Officer of WY Productions.  
Director of programs for the DTT Direct 8 TV station from 2006 to 2012.  
Chief Executive Officer of Bolloré Média from 2009 to December 2012.  
Deputy Chief Executive Officer of Havas since August 2012.  
Vice-Chairman of Bolloré since June 5, 2013.  
Chairman and Chief Executive Officer of Havas since August 30, 2013.  
Since April 2018, Chairman of the Supervisory Board of Vivendi.  
Number of company shares held: 361,649.

**Corporate offices currently held****Corporate offices held in French companies**

— *Corporate offices held within the Bolloré Group*

- Vice-Chairman of Bolloré<sup>(1)</sup>;
- Director of Bolloré<sup>(1)</sup>, Bolloré Participations, Financière de l'Odé<sup>(1)</sup> Financière V and Omnium Bolloré;
- Member of the Executive Board of JC Decaux Bolloré Holding;
- Member of the Supervisory Board of Sofibol.

— *Other corporate offices:*

- Chairman and member of the Supervisory Board of Vivendi<sup>(1)</sup>;
- Chairman and Chief Executive Officer of Havas;
- Director of Havas;
- Director of Havas Media France;
- Permanent representative of Havas on the Board of Directors of W&Cie;
- Director of the Rodin museum.

**Corporate offices held in non-French companies**

— *Corporate offices held within the Bolloré Group*

None.

— *Other corporate offices*

- Chairman of Havas North America Inc. (United States);
- President, Executive Vice-President of Havas Worldwide, LLC (United States);
- Director of Havas Worldwide Middle East FZ, LLC (United Arab Emirates).

**Corporate offices whose terms expired in the previous five years****Corporate offices held in French companies**

— *Corporate offices held within the Bolloré Group*

- Member of the Executive Board of Havas Media Africa;
- Director of Havas Paris;
- Permanent representative of Havas on the Board of Directors of Havas Life;
- Member of the Supervisory Board of MFG R&D;

— *Other corporate offices*

- Chairman and Chief Executive Officer and member of HA Pôle Ressources Humaines;
- Permanent representative of Havas on the Board of Directors of Médiamétrie;
- Permanent representative of Havas on the Board of Directors of Havas Life Paris.

**Corporate offices held in non-French companies**

— *Corporate offices held within the Bolloré Group*

None.

— *Other corporate offices*

- Director of Arena Communication Network, SL.
- Director of Havas Media Planning Group SA;
- Chairman of Havas 360.

**CÉDRIC DE BAILLIENCOURT, Vice-Chairman**

Business address

Tour Bolloré  
31-32, quai de Dion-Bouton  
92811 Puteaux Cedex, France

Expertise and management experience

Chief Financial Officer of Bolloré Group since 2008.  
Vice-Chairman of Bolloré since August 31, 2012 and Chief Executive Officer of Financière de l'Odé from 2002 to 2017.  
Deputy Chief Executive Officer of Financière de l'Odé from September 1, 2017 to March 14, 2019.  
Vice-Chairman of Bolloré.  
He joined the Bolloré Group in 1996.  
Number of company shares held: 3,940,037, including 2,700,000 in bare ownership.

**Corporate offices currently held****Corporate offices held in French companies**

— *Corporate offices held within the Bolloré Group*

- Vice-Chairman of Financière de l'Odé<sup>(1)</sup>, Bolloré<sup>(1)</sup> and Compagnie du Cambodge<sup>(1)</sup>;
- Chairman of the Boards of Directors of Compagnie des Tramways de Rouen, Financière Moncey<sup>(1)</sup>, Société des Chemins de Fer et Tramways du Var et du Gard and Société Industrielle et Financière de l'Artois<sup>(1)</sup>;
- Chairman of Compagnie des Glénans, Compagnie de Tréguennec, Compagnie de Guérolé, Compagnie de Guilvinec, Compagnie de Pleuven, Financière V, Financière de Beg Meil, Financière d'Ouessant, Financière du Perguet, Financière de Pont-Aven, Imperial Mediterranean, Compagnie de Pont-l'Abbé, Financière de Quimperlé, Compagnie de Concarneau, Compagnie de l'Argol, Financière de Kerdevot and Financière d'Iroise;
- Manager of Socarfi and Compagnie de Malestroit;
- Director of Bolloré<sup>(1)</sup>, Bolloré Participations, Compagnie des Tramways de Rouen, Financière V, Financière Moncey<sup>(1)</sup>, Omnium Bolloré, Société Industrielle et Financière de l'Artois<sup>(1)</sup>, Financière de l'Odé<sup>(1)</sup> and Société des Chemins de Fer et Tramways du Var et du Gard;
- Permanent representative of Bolloré on the Board of Directors of Socotab;
- Member of the Supervisory Boards of Sofibol and Compagnie du Cambodge<sup>(1)</sup>.

— *Other corporate offices*

- Member of the Supervisory Board of Vallourec<sup>(1)</sup>;
- Member of the Management Board of Vivendi<sup>(1)</sup>;

(1) Listed company.

## 4 Corporate governance

### 1. Administrative and management bodies

- Permanent representative of Compagnie du Cambodge on the Supervisory Board of Banque Hottinguer (formerly Banque Jean-Philippe Hottinguer & Cie).

#### Corporate offices held in non-French companies

— *Corporate offices held within the Bolloré Group*

- Chairman of Redlands Farm Holding;
- Chairman of the Boards of Directors of Plantations des Terres Rouges, PTR Finances and SFA;
- Director of African Investment Company, Financière du Champ de Mars, La Forestière Équatoriale<sup>(1)</sup>, BB Group, PTR Finances, Plantations des Terres Rouges, SFA, Sorebol, Technifin and Pargefi Helios Iberica Luxembourg;
- Permanent representative of Pargefi Helios Iberica Luxembourg SA on the Board of Participaciones y gestión financiera SA;
- Permanent representative of Bolloré Participations on the Board of Nord-Sumatra Investissements.

— *Other corporate offices*

- Permanent representative of Bolloré Participations on the Boards of Socfinasia<sup>(1)</sup>, Socfinde, Terrasia, Socfin (formerly Socfinal)<sup>(1)</sup> and Induservices SA.

#### Corporate offices whose terms expired in the previous five years

##### Corporate offices held in French companies

— *Corporate offices held within the Bolloré Group*

- Deputy Chief Executive Officer of Financière de l'Odet;
- Chairman of Blueboat;
- Chairman of Financière de Sainte-Marine;
- Chief Executive Officer of Financière de l'Odet<sup>(1)</sup>;
- Chairman of Compagnie de Cornouaille;
- Chairman of Hello fioul (formerly Financière de l'Argoat);
- Chairman of the Management Board of Compagnie du Cambodge<sup>(1)</sup>;
- Permanent representative of Bolloré on the Board of Havas;
- Chairman of Bluedistrib (formerly Financière de Pluguffan);
- Chairman of Financière de Briec;
- Permanent representative of Bolloré Participations on the Board of Société Bordelaise Africaine;
- Chairman of Bluestorage;
- Chairman of Bolloré Transport Logistics;
- Chairman of Compagnie des Glénans;
- Permanent representative of Compagnie du Cambodge, Joint manager of SCI Lombertie.

— *Other corporate offices*

- Director of the Musée National de la Marine.

##### Corporate offices held in non-French companies

— *Corporate offices held within the Bolloré Group*

None.

— *Other corporate offices*

- Permanent representative of Bolloré Participations on the Board of Socfinaf (formerly Intercultures);
- Permanent representative of Bolloré Participations on the Board of Centrages;
- Permanent representative of Bolloré Participations on the Board of Immobilière de la Pépinière;
- Permanent representative of Bolloré Participations on the Board of Agro Products Investment Company;
- Permanent representative of Bolloré Participations on the Board of Socfinco.

#### BOLLORÉ PARTICIPATIONS

Address

Tour Bolloré

31-32, quai de Dion-Bouton

92811 Puteaux Cedex, France

Number of company shares held: 53,500.

#### Corporate offices currently held

##### Corporate offices held in French companies

— *Corporate offices held within the Bolloré Group*

- Member of the Supervisory Board of Compagnie du Cambodge<sup>(1)</sup>;
- Director of Bolloré<sup>(1)</sup>, Compagnie des Tramways de Rouen, Financière de l'Odet<sup>(1)</sup>, Société des Chemins de Fer et Tramways du Var et du Gard and Société Industrielle et de Financière de l'Artois<sup>(1)</sup>.

— *Other corporate offices*

None.

##### Corporate offices held in non-French companies

— *Corporate offices held within the Bolloré Group*

- Director of Nord-Sumatra Investissements and SFA.

— *Other corporate offices*

- Director of Bereby Finances, Société Camerounaise de Palmeraies (Socapalm)<sup>(1)</sup>, Société des Caoutchoucs de Grand Bereby (SOGB)<sup>(1)</sup>, Socfinaf (formerly Compagnie Internationale de Cultures)<sup>(1)</sup>, Induservices, Socfin (formerly Socfinal)<sup>(1)</sup>, Socfinasia<sup>(1)</sup>, Socfinde, Terrasia, Brabanta and SAFA Cameroun<sup>(1)</sup>.

#### Corporate offices whose terms expired in the previous five years

##### Corporate offices held in French companies

— *Corporate offices held within the Bolloré Group*

- Director of Société Bordelaise Africaine.

— *Other corporate offices*

None.

##### Corporate offices held in non-French companies

— *Corporate offices held within the Bolloré Group*

- Director of Bolloré Transport & Logistics Congo.

— *Other corporate offices*

- Director of APIC;
- Director of Centrages;
- Director of Immobilière de la Pépinière.

#### NICOLAS ALTEIRAC

Business address

Bolloré Logistics Marignane

Zone industrielle Le Roucas

13127 Vitrolles

Expertise and management experience

Head of customs since 2017 (Bolloré Logistics Marignane).

Customs broker from 2007 to 2017.

Joined the Bolloré Group in 2002 as a maritime transit agent (SDV LI, Port-Saint-Louis-du-Rhône).

Graduate of the Institut universitaire de technologie gestion logistique et transport of Aix-en-Provence in 2002.

#### Corporate offices currently held

##### Corporate offices held in French companies

— *Corporate offices held within the Bolloré Group*

- Director representing the employees of Bolloré<sup>(1)</sup>.

— *Other corporate offices*

None.

##### Corporate offices held in non-French companies

None.

#### Corporate offices whose terms expired in the previous five years

None.

#### ELSA BERST

Business address

Tour Bolloré

31-32, quai de Dion-Bouton

92811 Puteaux Cedex, France

Expertise and management experience

Since October 1, 2018: Deputy Director of Communications of Bolloré Transport & Logistics.

October 2015 to September 2018: Editorial Communication Officer of Bolloré Transport & Logistics.

2012-2015: Assistant to the Vice-Chairman of the Bolloré Group.

2007-2012: Permanent reporter for the daily newspapers *Direct Matin* and *Direct Soir* (Bolloré Média Group).

2007: Master in communications, specialty multimedia and audiovisual professions.

#### Corporate offices currently held

##### Corporate offices held in French companies

— *Corporate offices held within the Bolloré Group*

- Director representing the employees of Bolloré<sup>(1)</sup>.

— *Other corporate offices*

None.

(1) Listed company.

**Corporate offices held in non-French companies**  
None.

**Corporate offices whose terms expired in the previous five years**  
None.

#### CHANTAL BOLLORÉ

Business address  
Tour Bolloré  
31-32, quai de Dion-Bouton  
92811 Puteaux Cedex, France

Expertise and management experience  
A graduate of the École des langues orientales, Chantal Bolloré had a career as press attaché at *Journal de France* and journalist, notably on the *Figaro*. She also worked in publishing and is now retired.  
Number of company shares held: 3,540,716, including 2,700,000 in usufruct.

**Corporate offices currently held**

**Corporate offices held in French companies**  
— *Corporate offices held within the Bolloré Group*  
• Director of Bolloré<sup>(1)</sup>, Financière de l'Odet<sup>(1)</sup>, Société Industrielle et de Financière de l'Artois<sup>(1)</sup> and Financière Moncey<sup>(1)</sup>;  
• Member of the Supervisory Board of Compagnie du Cambodge<sup>(1)</sup>.  
— *Other corporate offices*  
None.

**Corporate offices held in non-French companies**  
— *Corporate offices held within the Bolloré Group*  
None.  
— *Other corporate offices*  
None.

**Corporate offices whose terms expired in the previous five years**  
None.

#### MARIE BOLLORÉ

Business address  
Tour Bolloré  
31-32, quai de Dion-Bouton  
92811 Puteaux Cedex, France

Expertise and management experience  
Since 2018: Director of the Systems and Telecoms Division, Bolloré Group.  
From 2016 to 2018: Chief Executive Officer, Department of electric mobility applications of Bolloré Group.  
2014: Marketing Manager – Blue Solutions.  
2012-2013: Master 2 in Management, Business Process Manager course at the University of Paris-IX-Dauphine.  
2010-2011: Master 1 in marketing at Paris-IX-Dauphine university.  
2006-2010: Degree in management at Paris-IX-Dauphine university.  
Number of company shares held: 3,224.

**Corporate offices currently held**

**Corporate offices held in French companies**  
— *Corporate offices held within the Bolloré Group*  
• Chairperson of the Supervisory Board of Compagnie du Cambodge<sup>(1)</sup>;  
• Director of Bolloré<sup>(1)</sup>, Financière de l'Odet<sup>(1)</sup>, Société Industrielle et Financière de l'Artois<sup>(1)</sup>, Blue Solutions<sup>(1)</sup>, Bolloré Participations, Financière V and Omnium Bolloré;  
• Member of the Supervisory Boards of Sofibol and Compagnie du Cambodge<sup>(1)</sup>;  
• President of Fondation de la 2<sup>e</sup> chance.  
— *Other corporate offices*  
None.

**Corporate offices held in non-French companies**  
— *Corporate offices held within the Bolloré Group*  
None.  
— *Other corporate offices*  
• Director of Mediobanca<sup>(1)</sup>.

**Corporate offices whose terms expired in the previous five years**

**Corporate offices held in French companies**  
— *Corporate offices held within the Bolloré Group*  
• Chief Executive Officer of Blue Solutions<sup>(1)</sup>.  
— *Other corporate offices*  
None.

**Corporate offices held in non-French companies**  
— *Corporate offices held within the Bolloré Group*  
None.  
— *Other corporate offices*  
None.

#### SÉBASTIEN BOLLORÉ

Business address  
Tour Bolloré  
31-32, quai de Dion-Bouton  
92811 Puteaux Cedex, France

Expertise and management experience  
After attending school at Gerson and Saint-Jean-de-Passy, Sébastien Bolloré obtained his baccalaureate and studied management at the ISEG and then at UCLA (California).  
Having spent more than half of his time in Australia, Sébastien Bolloré advises the Group on new media and technological developments.  
Number of company shares held: 50,200.

**Corporate offices currently held**

**Corporate offices held in French companies**  
— *Corporate offices held within the Bolloré Group*  
• Development Management;  
• Chairman of Omnium Bolloré;  
• Director of Blue Solutions<sup>(1)</sup>, Bolloré<sup>(1)</sup>, Bolloré Participations, Financière V, Omnium Bolloré and Société Industrielle et Financière de l'Artois<sup>(1)</sup>;  
• Permanent representative of Plantations des Terres Rouges on the Board of Compagnie du Cambodge<sup>(1)</sup>;  
• Member of the Supervisory Board of Sofibol;  
• Permanent representative of Socfrance on the Board of Financière de l'Odet<sup>(1)</sup>.  
— *Other corporate offices*  
• Director of Bigben Interactive<sup>(1)</sup> and Gameloft SE.

**Corporate offices held in non-French companies**  
— *Corporate offices held within the Bolloré Group*  
• Chairman and Director of Blue LA Inc.;  
• Director of Bolloré Services Australia Pty Ltd.  
— *Other corporate offices*  
None.

**Corporate offices whose terms expired in the previous five years**  
None.

#### VALÉRIE COSCAS

Business address  
Amazon Web Services  
Tour Carpe Diem  
31, place des Corolles  
92400 Courbevoie

Expertise and management experience  
MBA INSEAD (2008).  
Graduate of ESCP Europe Business School (Grande École – 1997).  
Member of the strategic Board and mentor of many start-ups since 2012.  
Since 2016: Head of Strategy, France, for Amazon Web Services.  
2009-2016: Head of Strategy in the Innovation department, then of the Strategy and Finance Department of Orange.  
2004-2007: Manager of the information systems department.  
1997-2003: Consultant at Accenture.  
Number of company shares held: 3,718.

**Corporate offices currently held**

**Corporate offices held in French companies**  
— *Corporate offices held within the Bolloré Group*  
• Director of Bolloré<sup>(1)</sup> and Financière de l'Odet<sup>(1)</sup>.

(1) Listed company.



## 4 Corporate governance

### 1. Administrative and management bodies

#### — Other corporate offices

- Member of the Board of WeLoveWords;
- Member of the Board of Sirdata;
- Member of the Steering Committee of ForePaas;
- Secretary General of the INSEAD Business Angels Alumni Club France.

#### Corporate offices held in non-French companies

— Corporate offices held within the Bolloré Group  
None.

— Other corporate offices  
None.

#### Corporate offices whose terms expired in the previous five years

None.

### FINANCIÈRE V

#### Address

Tour Bolloré  
31-32, quai de Dion-Bouton  
92811 Puteaux Cedex, France  
Number of company shares held: 21,400.

#### Corporate offices currently held

##### Corporate offices held in French companies

— Corporate offices held within the Bolloré Group

- Director of Bolloré<sup>(1)</sup> and Financière de l'Odé<sup>(1)</sup>.

— Other corporate offices  
None.

##### Corporate offices held in non-French companies

— Corporate offices held within the Bolloré Group  
None.

— Other corporate offices  
None.

#### Corporate offices whose terms expired in the previous five years

None.

### HUBERT FABRI

#### Business address

Socfin  
4, avenue Guillaume  
1650 Luxembourg

Expertise and management experience  
Company director.

Number of company shares held: 1,000.

#### Corporate offices currently held

##### Corporate offices held in French companies

— Corporate offices held within the Bolloré Group

- Vice-Chairman of the Supervisory Board of Compagnie du Cambodge<sup>(1)</sup>;
- Member of the Supervisory Board of Compagnie du Cambodge<sup>(1)</sup>;
- Director of Bolloré<sup>(1)</sup>, Financière Moncey<sup>(1)</sup>, Financière de l'Odé<sup>(1)</sup> and Société Industrielle et Financière de l'Artois<sup>(1)</sup>.

— Other corporate offices

- Chairman of Société Anonyme Forestière et Agricole (SAFA).

##### Corporate offices held in non-French companies

— Corporate offices held within the Bolloré Group

- Vice-Chairman of Plantations des Terres Rouges;
- Director of Financière du Champ de Mars, La Forestière Équatoriale<sup>(1)</sup>, Nord-Sumatra Investissements and Plantations des Terres Rouges.

— Other corporate offices

- Chairman of the Boards of Directors of Administration and Finance Corporation (AFICO), Bereby Finances, Energie Investissements Holding, Financière Privée Holding, Induservices SA, Liberian Agricultural Company (LAC), Management Associates, Palmeraies de Mopoli<sup>(1)</sup>, Plantations Nord-Sumatra Ltd (PNS), Plantations Socfinaf Ghana Ltd (PSG), Socfin<sup>(1)</sup> (formerly Socfinal), Socfinaf<sup>(1)</sup> (formerly Intercultures), Socfinasia<sup>(1)</sup>, Socfinde and Terrasia;
- Vice-Chairman of Société des Caoutchoucs de Grand Bereby<sup>(1)</sup> (SOGB);
- Director of Administration and Finance Corporation (AFICO), Bereby Finances, Brabanta, Coviphama Ltd, Energie Investissements Holding,

Financière Privée Holding, Induservices SA, Liberian Agricultural Company (LAC), Management Associates, Palmeraies de Mopoli<sup>(1)</sup>, Okomu Oil Palm Company<sup>(1)</sup>, Plantations Socfinaf Ghana Ltd (PSG) and SAFA Cameroun<sup>(1)</sup>; Socfin<sup>(1)</sup> (formerly Socfinal), Socfinaf<sup>(1)</sup> (formerly Intercultures), Socfinasia<sup>(1)</sup>, Socfin Agricultural Company (SAC), Socfin KCD, Socfindo, Sud Comoe Caoutchouc (SCC) and Terrasia;

- Permanent representative of AFICO on the Board of Société Camerounaise de Palmeraies (Socapalm)<sup>(1)</sup>.

#### Corporate offices whose terms expired in the previous five years

##### Corporate offices held in French companies

— Corporate offices held within the Bolloré Group  
None.

##### Other corporate offices

- Chairman and Chief Executive Officer of Société Anonyme Forestière et Agricole (SAFA);
- Director of Société Anonyme Forestière et Agricole (SAFA).

##### Corporate offices held in non-French companies

— Corporate offices held within the Bolloré Group  
None.

— Other corporate offices

- Chairman of the Board of Directors of Centrages;
- Chairman of the Board of Directors of Immobilière de la Pépinière;
- Permanent representative of PF Représentation on the Board of Société Camerounaise de Palmeraies (Socapalm)<sup>(1)</sup>.

### OMNIUM BOLLORÉ

#### Address

Tour Bolloré  
31-32, quai de Dion-Bouton  
92811 Puteaux Cedex, France  
Number of company shares held: 2,508.

#### Corporate offices currently held

##### Corporate offices held in French companies

— Corporate offices held within the Bolloré Group

- Director of Bolloré<sup>(1)</sup> and Financière de l'Odé<sup>(1)</sup>.

— Other corporate offices  
None.

##### Corporate offices held in non-French companies

— Corporate offices held within the Bolloré Group  
None.

— Other corporate offices  
None.

#### Corporate offices whose terms expired in the previous five years

None.

### DOMINIQUE HÉRIARD-DUBREUIL

#### Business address

Rémy Cointreau  
21, boulevard Haussmann  
75009 Paris, France

Expertise and management experience  
Chair of Rémy Martin and Cointreau.

Director of Rémy Cointreau.

Number of company shares held: 5,236.

#### Corporate offices currently held

##### Corporate offices held in French companies

— Corporate offices held within the Bolloré Group

- Director of Bolloré<sup>(1)</sup>.

— Other corporate offices

- Member of the Supervisory Board of Andromède;
- Chairman of E. Rémy Martin & Co.;
- Chairman of Cointreau;
- Director of Rémy Cointreau SA<sup>(1)</sup>;
- Vice-Chairman of the Supervisory Board of Wendel<sup>(1)</sup>;
- Chairman of the Governance Committee of Wendel<sup>(1)</sup>;
- Director of Fondation de la 2<sup>e</sup> chance;

(1) Listed company.

- Director of the Fondation de France;
- Chairman of the Fondation Rémy Cointreau.

#### Corporate offices held in non-French companies

— *Corporate offices held within the Bolloré Group*  
None.

— *Other corporate offices*  
None.

#### Corporate offices whose terms expired in the previous five years

##### Corporate offices held in French companies

— *Corporate offices held within the Bolloré Group*  
None.

— *Other corporate offices*

- Chief Executive Officer and member of the Management Board of Andromède;
- Director of the Comité Colbert.

##### Corporate offices held in non-French companies

— *Corporate offices held within the Bolloré Group*  
None.

— *Other corporate offices*

None.

#### CÉLINE MERLE-BÉRAL

Business address

Havas  
29-30, quai de Dion-Bouton  
92811 Puteaux Cedex, France

Expertise and management experience

Master's degree in Business law and social sciences, Paris-Dauphine, 1994.  
Called to the Paris bar (CFPA), 1995. UC Berkeley (San Francisco), 1996.

From March 1997 to April 2012, Bolloré Group:

- Legal Department: 1997-1999;
  - Development Manager: 1999-2002;
  - Media Department: 2002-2008: Chair of Radio Nouveau Talent, Controller, Internet and interactivity, Direct 8;
  - Director of the magazine *L'Événementiel*: 2009-2010;
  - Bluecar and Autolib': Partnerships Manager: 2010-2012;
  - since 2012: Head of HR at Havas Finance Services, HR Legal Officer at Havas SA;
  - since 2014: Head of HR, Havas Media France;
  - since June 2015: Head of HR at Havas Media Group.
- Number of company shares held: 920.

#### Corporate offices currently held

##### Corporate offices held in French companies

— *Corporate offices held within the Bolloré Group*

- Chairman and Chief Executive Officer of Rivaud Innovation;
- Director of Bolloré<sup>(1)</sup>, Financière de l'Odé<sup>(1)</sup>, Financière Moncey<sup>(1)</sup> and Société Industrielle et de Financière de l'Artois<sup>(1)</sup>;
- Member of the Supervisory Board of Compagnie du Cambodge<sup>(1)</sup>;
- Permanent representative of Bolloré Participations on the Boards of Compagnie des Tramways de Rouen and Société des Chemins de Fer et Tramways du Var et du Gard.

— *Other corporate offices*

- Member of the Supervisory Board of Canal+ group

##### Corporate offices held in non-French companies

— *Corporate offices held within the Bolloré Group*  
None.

— *Other corporate offices*

None.

#### Corporate offices whose terms expired in the previous five years

##### Corporate offices held in French companies

— *Corporate offices held within the Bolloré Group*  
None.

— *Other corporate offices*

None.

##### Corporate offices held in non-French companies

— *Corporate offices held within the Bolloré Group*  
None.

— *Other corporate offices*

None.

#### ALEXANDRE PICCIOTTO

Business address

Orfim  
30, avenue Marceau  
75008 Paris, France

Expertise and management experience

Graduate of the École supérieure de gestion (1990).

From 1990 to 2008, business development manager at Orfim, a development capital company belonging to his father, Sébastien Picciotto, a major shareholder of the Bolloré Group since 1983.

Over this period, he developed projects primarily in real estate and broadcasting. He is also responsible for Aygaz, a historic shareholding of the Picciotto family, and a leader in the distribution of LPG cylinders and fuel in Turkey. Chief Executive Officer of Orfim since 2008.

Number of company shares held: 157,758.

#### Corporate offices currently held

##### Corporate offices held in French companies

— *Corporate offices held within the Bolloré Group*

- Director of Bolloré<sup>(1)</sup>;
- *Other corporate offices*
- Chief Executive Officer of Orfim;
- Member of the Supervisory Board of Rubis<sup>(1)</sup>.

##### Corporate offices held in non-French companies

— *Corporate offices held within the Bolloré Group*  
None.

— *Other corporate offices*

- Director of Aygaz (Turkey)<sup>(1)</sup>;
- Director of Hilal (Turkey).

#### Corporate offices whose terms expired in the previous five years

##### Corporate offices held in French companies

— *Corporate offices held within the Bolloré Group*  
None.

— *Other corporate offices*

- Member of the Supervisory Board of Paref<sup>(1)</sup>.

##### Corporate offices held in non-French companies

— *Corporate offices held within the Bolloré Group*  
None.

— *Other corporate offices*

None.

#### OLIVIER ROUSSEL

Business address

9, avenue Marie-Jeanne  
1640 Rhode-Saint-Genèse – Belgium

Expertise and management experience

Executive of several industrial companies or departments since 1974: Nobel-Bozel, Héli-Union, Éminence and Istac.

Chairman of the investment company Acor (from 1975 to 2006).

Director or member of the Supervisory Board of several listed companies: Roussel-Uclaf (1975-1982), Nobel-Bozel (1974-1978), Carrere Group (2000-2006).

Director of Bolloré since 1982.

Number of company shares held: 202,551.

#### Corporate offices currently held

##### Corporate offices held in French companies

— *Corporate offices held within the Bolloré Group*

- Director of Bolloré<sup>(1)</sup>, Financière de l'Odé<sup>(1)</sup>, Financière Moncey<sup>(1)</sup> and Société Industrielle et de Financière de l'Artois<sup>(1)</sup>.

— *Other corporate offices*

- Director of Lozé et Associés.

##### Corporate offices held in non-French companies

— *Corporate offices held within the Bolloré Group*  
None.

— *Other corporate offices*

None.

(1) Listed company.

## 4 Corporate governance

### 1. Administrative and management bodies

#### Corporate offices whose terms expired in the previous five years

##### Corporate offices held in French companies

— *Corporate offices held within the Bolloré Group*  
None.

— *Other corporate offices*

- Director of Kaltchuga Opportunities SICAV-FIS.

##### Corporate offices held in non-French companies

— *Corporate offices held within the Bolloré Group*  
None.

— *Other corporate offices*

- Director of Alternative SA, now ITERAM Investments SA.

#### MARTINE STUDER

Business address

66, avenue Jean-Mermoz  
01 BP 7759

Abidjan 01, Republic of Côte d'Ivoire

Expertise and management experience

Economist, advertising executive.

Company director, Chairperson.

Former Deputy Minister for the Prime Minister in charge of communications.

Founder-creator and partner, in 1988, of the advertising network Océan Ogilvy, with a presence in 22 countries in sub-Saharan Africa.

Number of company shares held: 220,369.

#### Corporate offices currently held

##### Corporate offices held in French companies

— *Corporate offices held within the Bolloré Group*

- Director of Blue Solutions<sup>(1)</sup>, Bolloré<sup>(1)</sup> and Financière de l'Odét<sup>(1)</sup>.

— *Other corporate offices*

None.

##### Corporate offices held in non-French companies

— *Corporate offices held within the Bolloré Group*

- Chairman of the Board of Directors and director of Bolloré Transport & Logistics Côte d'Ivoire (formerly Bolloré Africa Logistics Côte d'Ivoire);
- Permanent representative of SPA on the Board of Directors of Abidjan Terminal.

— *Other corporate offices*

- Director of Océan Conseil (Republic of Côte d'Ivoire);
- Chairman of the Board of Directors of Océan Central Africa (Cameroon);
- Chairman and Chief Executive Officer of Océan Ogilvy Gabon (Gabon);
- Director of CIPREL (Republic of Côte d'Ivoire);
- Director of SAPE (Republic of Côte d'Ivoire);
- Director of SMPCI (Republic of Côte d'Ivoire);
- Director of Fondation des Parcs et Réserves de Côte d'Ivoire (Republic of Côte d'Ivoire);
- Managing Director of Compagnie des Gaz de Côte d'Ivoire;
- Manager of Pub Régie (Republic of Côte d'Ivoire).

#### Corporate offices whose terms expired in the previous five years

None.

#### FRANÇOIS THOMAZEAU

Business address

5, rue Molitor  
75016 Paris, France

Expertise and management experience

Deputy Chief Executive Officer of Allianz France (formerly AGF SA) from January 1, 2006 to July 31, 2010.

Number of company shares held: 10,755.

#### Corporate offices currently held

##### Corporate offices held in French companies

— *Corporate offices held within the Bolloré Group*

- Director of Bolloré<sup>(1)</sup>, Chairman of the Audit Committee;
- Director of Financière de l'Odét<sup>(1)</sup>.

— *Other corporate offices*

- Observer of Locindus<sup>(1)</sup>.

##### Corporate offices held in non-French companies

— *Corporate offices held within the Bolloré Group*  
None.

— *Other corporate offices*

- Director of Allianz Benelux.

#### Corporate offices whose terms expired in the previous five years

##### Corporate offices held in French companies

— *Corporate offices held within the Bolloré Group*  
None.

— *Other corporate offices*

- Chairman of the Management Board of Foncière de Paris SIC<sup>(1)</sup>;
- Permanent representative of Foncière de Paris on the Board of Directors of Eurosic (until February 2016);
- Member of the Supervisory Board of IDI SCA<sup>(1)</sup> (until May 2016) and of Consolidation et Développement Gestion SAS;
- Observer of Idinvest Partners;
- Observer of Neuflyze Europe Expansion (mutual fund company);
- Chairman of the Board of Directors of Paris Hôtel Roissy Vaugirard (PHRV);
- Chairman of the Board of Directors of Foncière des 6<sup>e</sup> et 7<sup>e</sup> arrondissements de Paris.

##### Corporate offices held in non-French companies

— *Corporate offices held within the Bolloré Group*  
None.

— *Other corporate offices*

- Chairman of the Board of Directors of Allianz Belgium.

#### PROPOSAL TO RENEW TERMS OF OFFICE OF DIRECTORS

It shall be proposed that the Ordinary General Meeting of May 29, 2019 renew the terms of office of Cyrille Bolloré, Yannick Bolloré, Cédric de Bailliencourt, Bolloré Participations, Chantal Bolloré, Sébastien Bolloré, Financière V, Omnium Bolloré, Olivier Roussel and François Thomazeau as directors for a period of three years, i.e. until the end of the Ordinary General Meeting called to approve the financial statements for the year ending December 31, 2021.

#### ACKNOWLEDGMENT OF THE EXPIRATION OF THE TERM OF OFFICE OF TWO DIRECTORS

The Ordinary General Meeting of May 29, 2019 will be asked to acknowledge that Vincent Bolloré and Valérie Coscas are not seeking the renewal of their terms of office as a directors.

#### PROPOSED APPOINTMENT OF A DIRECTOR

The Ordinary General Meeting of May 29, 2019 will be asked to appoint Virginie Courtin as a director for a period of three years, until the end of the Ordinary General Meeting called to approve the financial statements for the year ending December 31, 2021.

(1) Listed company.