

Composition of the Board of Directors

The Board of Directors is composed of fourteen members, of whom eight are non-French nationals and ten are independent as per the AFEP-MEDEF Code. The representation of the women within the Board of Directors exceeds 36% (5/14).

Mr Patrick Kron, the Chairman and Chief Executive Officer, is the only Director who performs executive duties.

Since 2002, the Directors are appointed for a four-year period.

The Board of Directors has created three Committees to assist the Board overseeing its duties, the Audit Committee, the Nominations and Remuneration Committee, and lastly the Ethics, Compliance, and Sustainability Committee. The Audit Committee is composed of four independent members out of five, which exceeds to the two-thirds proportion recommended by the AFEP-MEDEF Code, and the Nominations and Remuneration Committee of four independent members out of five, which corresponds to the AFEP-MEDEF Code's recommendation to have a majority of independent members in Remuneration Committees. Moreover, the Chairman of each such Committee is also an independent Director. The Ethics, Compliance, and Sustainability Committee is composed of three independent Directors, including the Chairman.

The Board of Directors has appointed Mr Jean-Martin Folz as an independent Director fulfilling the duties of Lead Director.

PATRICK KRON

Age: 61.

Nationality: French.

Professional address: Alstom – 3, avenue André-Malraux – 92300 Levallois-Perret (France).

Principal function: Chairman and Chief Executive Officer of Alstom.

End of current mandate: AGM 2015.

First mandate: 2001-2007.

Holds 17,011 shares.

Other current directorships and positions:

In France:

Director of Bouygues ^(*);

Director of Sanofi ^(*);

Director of *Association Française des Entreprises Privées* (AFEP);

Vice President and Director of the Association of the choral Society "*Les Arts Florissants*".

Within the Alstom Group:

Chairman of ALSTOM Resources Management.

Abroad:

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Biography:

Mr Patrick Kron is a graduate of *École polytechnique* and the Paris *École des mines*. He started his career in the French Ministry of Industry where he served from 1979 to 1984 before joining the Pechiney group. From 1984 to 1988, Patrick Kron held operational responsibilities in one of the group's most important factories in Greece, becoming manager of this Greek subsidiary. From 1988 to 1993, he occupied several senior operational and financial positions within Pechiney, first managing a group of activities in the processing of aluminium and eventually as President of the Electrometallurgy Division. In 1993, he became a member of the Executive Committee of the Pechiney group and was appointed Chairman of the Board of the Carbone Lorraine Company from 1993 to 1997. From 1995 to 1997, he ran the Food and Health Care Packaging Sector of Pechiney and held the position of Chief Operating Officer of the American National Can Company in Chicago (USA). From 1998 to 2002, Mr Patrick Kron was Chief Executive Officer of Imerys before joining Alstom. He has been Chief Executive Officer of Alstom since 1 January 2003 and Chairman and Chief Executive Officer since 11 March 2003. Mr Patrick Kron was awarded the *Légion d'honneur* on 30 September 2004 and is Officer of National Order of Merit since 18 November 2007.

(*) Listed company.

CANDACE K. BEINECKE

Age: 67.

Nationality: American.

Professional address: Hughes Hubbard & Reed LLP – One Battery Park Plaza, New York, NY 10004 – 1482 (USA).

Principal function: Chair of Hughes Hubbard & Reed LLP.

End of current mandate: AGM 2015.

First mandate: 24 July 2001 – 26 June 2007.

Member of the Nominations and Remuneration Committee.

Holds 600 shares.

Other current directorships and positions:

In France:

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Abroad:

Chairperson of the First Eagle Funds ^(*), a leading US public mutual fund family;

Member, Board of Trustees, Vornado Realty Trust (NYSE) ^(*);

Member, Board of Directors, Rockefeller Financial Services, Inc. and Rockefeller & Co., Inc.

Non-profit organisations:

Director, Vice-Chair and member of the Executive Committee, the Partnership for New York City;

Trustee, The Wallace Foundation;

Trustee, The Metropolitan Museum of Art.

Biography:

Ms. Candace K. Beinecke, Chair of Hughes Hubbard & Reed LLP, was named to her current position in 1999, the first woman to chair a major New York law firm. Ms. Beinecke is also a practicing partner in Hughes Hubbard's Corporate Department. Ms. Beinecke serves as Chairperson of First Eagle Funds, a leading US public mutual fund family. She is a Board member of Vornado Realty Trust (NYSE), Rockefeller Financial Services, Inc. and Rockefeller & Co., Inc. She also serves as a Director, Vice-Chair and Executive Committee member of the Partnership for New York City, as a Trustee of The Wallace Foundation, and as Trustee of The Metropolitan Museum of Art. She is also a member of the Board of Advisors, Yale Law School Center for the Study of Corporate Law. She has been included in The Best Lawyers in America, in Chambers, and in the *National Law Journal's* 100 Most Influential Lawyers in America, and one of the "25 New York executives whose contributions in and beyond business changed the City".

(*) Listed company.

OLIVIER BOUYGUES

Age: 64.

Nationality: French.

Professional address: Bouygues – 32, avenue Hoche – 75378 Paris Cedex 08 (France).

Principal function: Deputy Chief Executive Officer of Bouygues ^(*).

End of current mandate: AGM 2018.

First mandate: 28 June 2006 – 22 June 2010.

Member of the Nominations and Remuneration Committee.

Holds 2,000 shares.

Other current directorships and positions:

In France:

Chief Executive Officer of SCDM;
Standing representative of SCDM at the Board of Bouygues ^(*);
Chairman of SCDM Énergie;
Chairman of SAGRI-E and SAGRI-F;
Director of Eranove (ex Finagestion);
Manager of SIR.

Within Bouygues group:

Director of TF1 ^(*), Bouygues Telecom, Colas ^(*) and Bouygues Construction.

Abroad:

Within Bouygues group:

Chairman and Director of Bouygues Europe (Belgium);

Outside Bouygues group:

Chairman and Chief Executive Officer and Director of SECI (ex-Saur Énergie de Côte d'Ivoire);
Director of Compagnie Ivoirienne d'Électricité (CIE) ^(*), of Société de Distribution d'Eau de la Côte d'Ivoire (Sodeci) ^(*), and of Société Sénégalaise des Eaux.

Biography:

Mr Olivier Bouygues is a graduate of *École nationale supérieure du pétrole* (ENSPM). Mr Olivier Bouygues joined the Bouygues group in 1974. He began his career in the group's civil works branch. From 1983 to 1988, he worked at Bouygues Offshore as Director of the Cameroon subsidiary Boscarn and then Director for the France Works and Special Projects division. From 1988 to 1992, he held the position of Chairman and CEO of Maison Bouygues. In 1992, he was appointed group Executive Vice President for Utilities Management, a division covering the French and international activities of Saur. In 2002, Mr Olivier Bouygues was appointed Deputy Chief Executive Officer of Bouygues.

^(*) Listed company.

BY YONG CHUNGUNCO

Age: 52.

Nationality: Filipino.

Professional address: Lafarge - 61, rue des Belles Feuilles – 75116 Paris.

Principal function: Group General Counsel and Corporate Secretary of Lafarge^(*).

End of current mandate: AGM 2018 (appointed on 1 July 2014).

Member of the Ethics, Compliance and Sustainability Committee.

Holds 500 shares.

Other current directorships and positions:

In France:

Chairman of Société Financière Immobilière et Mobilière (Lafarge subsidiary).

Abroad:

Director of Lafarge Republic Inc. ^(*) (Philippines).

Biography:

Ms. Bi Yong Chungunco, 52 years old, a Filipino citizen, is currently the Senior Vice President, Group General Counsel and Corporate Secretary of Lafarge S.A. based in Paris, France. She joined the Lafarge Group in 2002 as Senior Vice President for Legal, Corporate Governance & External Relations of the Lafarge affiliated company in the Philippines. From 2004 to 2007, she was Group Regional Counsel and then Deputy General Counsel of Lafarge, overseeing from Paris the merger and acquisition transactions of the group and coordinating the worldwide legal network. From 2008 to 2012, she was Chief Executive Officer and Director of Lafarge Malayan Cement Berhad one of the largest industrial companies listed on the Malaysian Stock Exchange (a 51% owned subsidiary of Lafarge, with operations in Malaysia and Singapore). From 2010 to 2012, she was also a Director of Malaysian French Chamber of Commerce. Before joining Lafarge Group, she was a Director, Treasurer and Senior Vice President-Legal of Jardine Davies Inc., a subsidiary of Jardine Matheson Group listed in the Philippines. During this period, she was President of the Tax Management Association of the Philippines, a national organisation of tax practitioners in the Philippines. A lawyer by training, she worked in various law firms prior to joining companies' position.

(*) Listed company.

PASCAL COLOMBANI

Age: 69.

Nationality: French.

Professional address: TII Stratégies, 3 rue de Logelbach - 75017 Paris (France).

Principal function: Non-Executive Chairman of the Board of Directors of Valeo ^(*).

End of current mandate: AGM 2016.

First mandate: 9 July 2004 – 24 June 2008.

Independent Director.

Chairman of the Ethics, Compliance and Sustainability Committee.

Member of the Audit Committee.

Holds 600 shares.

Other current directorships and positions:

In France:

Chairman of the Advisory Board of A.T. Kearney Paris;
Member of the European Advisory Board of JPMorgan Chase;
Non-Executive Director of Technip ^(*);
Vice-Chairman of the National Strategic Council for Research.

Abroad:

Chairman of the Board of Noordzee Helikopters Vlaanderen (NHV) (Belgium).

Biography:

Dr Pascal Colombani is a graduate of École normale supérieure (Saint-Cloud) and holds a doctorate in Nuclear Physics. His career has been balanced between research and industry: he started as a research associate at the French National Centre for Scientific Research (CNRS) then joined Schlumberger where he spent almost twenty years in various management positions in Europe, the USA, and Japan. In this last assignment, while President of Schlumberger KK in Tokyo, he also initiated the implantation of an R&D centre in China. Director of Technology at the French Ministry of Research from 1997 to 1999, he became Chairman and Chief Executive Officer of the French Atomic Energy Commission (CEA) in 2000 until December 2002. He initiated the restructuring of the CEA industrial holdings, resulting in the creation of Areva in 2000, the nuclear engineering conglomerate. He chaired the Supervisory Board of Areva until 2003. Dr Pascal Colombani is Chairman of the Advisory Board of A.T. Kearney in Paris and a member of the European Advisory Board of JPMorgan Chase. He is also non-executive Chairman of the Board of Directors of Valeo, a member of the Board of Technip, and Chairman of the Board of Noordzee Helikopters Vlaanderen (NHV) in Belgium. He is a member of the French Academy of Technologies and of the French National Strategic Council for Research. Dr Pascal Colombani is Officer of the *Légion d'honneur* and Officer of the National Order of Merit.

(*) Listed company.

JEAN-MARTIN FOLZ

Age: 67.

Nationality: French.

Principal function: Director of companies.

End of mandate: AGM 2015.

First mandate: 26 June 2007 – 28 June 2011

Independent Director.

Lead Director.

Chairman of the Nominations and Remuneration Committee.

Holds 1,000 shares.

Other current directorships and positions:

In France:

Director of Saint-Gobain ^(*);
Director of Société Générale ^(*);
Director of AXA ^(*).

Abroad:

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Biography:

Mr Jean-Martin Folz is a graduate of *École polytechnique*. He started his career in the French Ministry of Industry where he served from 1972 to 1978. Then he joined the Rhône-Poulenc group in 1978. He became Deputy Chief Executive Officer and, then, Chairman and Chief Executive Officer of Jeumont-Schneider between 1984 and 1987. He then joined Pechiney as Chief Operating Officer up to 1991, and was appointed Chairman of Carbone Lorraine. He was Chief Executive Officer of Eridania Béghin-Say and Chairman of Béghin-Say from 1991 to 1995. In 1995, he joined PSA Peugeot Citroën group and was appointed Chairman of the group in 1997. He left the group in February 2007. He was Chairman of AFEP from 2007 to 2010.

(*) Listed company.

LALITA D. GUPTA

Age: 66.

Nationality: Indian.

Professional address: Mhaskar Building, 153 C Matunga, Sir Bhalchandra Road – Mumbai 400019, India.

Principal function: Non-Executive Chairman, ICICI Venture Funds Management Company Limited.

End of current mandate: AGM 2018

First mandate: 22 June 2010 – 1 July 2014.

Independent Director.

Member of the Audit Committee.

Holds 500 shares.

Other current directorships and positions:

In France:

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Abroad:

Non-Executive Director of the Board of Bharat Forge Ltd ^(*), Pune (India);

Non-Executive Director of the Board of Kirloskar Brothers Ltd ^(*), Pune (India);

Non-Executive Director of the Board of Godrej Properties Ltd ^(*), Mumbai (India);

Non-Executive Director of Sesa Sterlite Limited ^(*), Mumbai (India);

She is also a Member of the CAPP (Center for Asia Pacific Policy) Board of RAND.

Biography:

Ms. Lalita D. Gupta is currently Chairperson of ICICI Venture Funds Management Company Limited. She retired at the end of October 2006 as Joint Managing Director and Member of the Board of ICICI Bank Limited. Ms. Lalita D. Gupta was responsible for setting up the International business of ICICI Bank since 2001. Beginning her career with ICICI Limited in 1971 in the project appraisal division, Ms. Lalita D. Gupta has held various leadership positions in areas of Corporate and Retail Banking, Strategy, Resources, and International Banking and other areas. She was instrumental in transforming ICICI Bank from a primarily term lending institution into a technology led diversified financial services group. Ms. Lalita D. Gupta was at the helm of ICICI Bank's global foray, which includes operations in over seventeen countries.

Ms. Lalita D. Gupta joined the Board of ICICI Ltd in 1994 as Executive Director and remained on the Board including as Joint Managing Director until 2002 when it merged with ICICI Bank and she became Joint Managing Director of ICICI Bank from 2002-2006.

Ms. Lalita D. Gupta has received numerous awards and recognitions. Ms. Lalita D. Gupta holds a Bachelor's Degree in Economics (Hons) and a Master's degree in Management Studies. She attended the Advanced Management Programme (AMP) at Insead.

(*) Listed company.

GERARD HAUSER

Age: 73.

Nationality: French.

Principal function: Director of companies.

End of current mandate: AGM 2016.

First mandate: 11 March 2003 – 9 July 2004.

Independent Director.

Member of the Nominations and Remuneration Committee.

Holds 5,002 shares.

Other current directorships and positions:

In France:

Director of Technip ^(*);

Director of Delachaux;

Chairman of Supervisory Board of Stromboli Investissement (SAS).

Abroad:

Director of Mecaplast (Monaco).

Biography:

From 1965 to 1975, Mr Gérard Hauser occupied several high-level positions in the Philips Group. From 1975 to 1996, he worked for the Pechiney group, as Chairman and Chief Executive Officer of Pechiney World Trade first and of Pechiney Rhénalu later; he was later appointed Senior Executive Vice President of American National Can and member of the Pechiney group Executive Board. Mr Gérard Hauser joined Alcatel in 1996 and became President of its Cable and Component Sector in 1997. From October 2000 to May 2009, he was Chairman and Chief Executive Officer of Nexans.

(*) Listed company.

KATRINA LANDIS

Age: 55.

Nationality: American.

Professional address: BP International Ltd – 1 St Jame’s Square,
London, UKSW1Y 4PD (United-Kingdom).

Principal function: Executive Vice President BP Group ^(*).

End of current mandate: AGM 2018

First mandate: 22 June 2010 – 1 July 2014.

Independent Director.

Member of the Ethics, Compliance and Sustainability Committee.

Holds 500 shares.

Other current directorships and positions:

In France:

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Abroad:

Member of the Advisory Council of the American Center of Renewable Energy.

Biography:

Ms. Katrina Landis is an Executive Vice President for the BP Group. Her portfolio of businesses includes BP Shipping, Integrated Supply and Trading, Group Technology, Alternative Energy and Remediation Management. Prior to her appointment as an Executive Vice President in 2013, she served in a variety of senior roles as the Chief Executive Officer of Alternative Energy from 2009 – 2013, Chief Operating Officer of BP Alternative Energy from 2008 to 2009, Group Vice President of BP Integrated Supply and Trading from 2007 to 2008, and Chief Executive Officer of BP Integrated Supply and Trading – Oil America from 2003 to 2006. Before joining the BP Group in 1992, Ms. Katrina Landis owned and operated a consulting company.

Ms. Katrina Landis serves on Earth Day Network’s Global Advisory Committee for the “Women and the Green Economy”[®] programme, and was named as an Ambassador to the U.S. Department of Energy’s U.S. Clean Energy Education & Empowerment. She holds a degree in Psychology from the University of Mary Washington and a degree in Computer Science from the University of Alaska. In addition, she has received executive level MBA training at the University of Michigan and Stanford.

(*) Listed company.

JAMES W. LENG

Age: 69.

Nationality: British.

Professional address: AEA Investors (UK) Limited – 78 Brook Street – London, W1K 5EF (United Kingdom).

Principal function: European Chairman of AEA Investors.

End of current mandate: AGM 2015.

First mandate: 18 November 2003 – 26 June 2007.

Independent Director.

Member of the Nominations and Remuneration Committee.

Holds 1,150 shares.

Other current directorships and positions:

In France:

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Abroad:

Senior Independent Director of Genel Energy plc and Chairman of the Remuneration Committee;
Non-Executive Director of Aon plc.

Biography:

Mr James W. Leng is European Chairman of AEA, an American private equity partnership. He sits on the Boards of three listed companies as a Non-Executive Director: Alstom SA, Genel Energy PLC (an oil and gas company) as a Senior Independent Director and Chairman of the Remuneration Committee and AON plc, the leading global provider of risk management services, insurance brokerage, and human resource consulting and outsourcing.

From 2010 to December 2013 he was a Director and Chairman of HSBC Bank plc. From 2001 to 2009 he was Chairman of Corus Group plc, a global steel company sold to Tata Steel of India in 2007 and where he was also Deputy Chairman until July 2009. Other past Non-Executive Directorships include, Lead Non-executive Director at the Ministry of Justice, one of the UK Government's principal ministries, TNK-BP, the largest independent Russian oil and gas company, Chairman of Doncasters Ltd., (Precision Engineering), Pilkington plc (Glass), Hanson plc (Aggregates & Building Products) and Chairman of IMI plc (Engineering).

In an executive capacity he was CEO of two publicly quoted companies: from 1995 to 2001 Laporte plc, an international speciality chemical company, and before that Low & Bonar plc a diverse materials and packaging company. His early business years were spent at John Waddington plc where he was Managing Director of a number of their subsidiaries including consumer goods and packaging companies.

Together with his wife Carole, in 2011 they established their own charity, The Gyll-Leng Charitable Trust, to assist young children from disadvantaged backgrounds with their education and sporting interests.

KLAUS MANGOLD

Age: 71.

Nationality: German.

Professional address: Mangold Consulting GmbH – Leitz-Strasse 45 – 70469 Stuttgart (Germany).

Principal function: Chairman of the Supervisory Board of Rothschild GmbH (Frankfurt).

End of current mandate: AGM 2015.

First mandate: 26 June 2007 – 28 June 2011.

Independent Director.

Member of the Nominations and Remuneration Committee.

Holds 500 shares.

Other current directorships and positions:

In France:

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Abroad:

Vice-Chairman Europe of Rothschild, Paris/London;
Member of the Supervisory Board of Continental AG ^(*), Hannover, Germany;
Chairman of the Supervisory Board of TUI AG ^(*), Hannover, Germany;
Chairman of the Supervisory Board of ALSTOM Deutschland AG, Germany;
Member of the Supervisory Board of Swarco AG, Austria;
Member of the Global Governance Council of Ernst & Young Global Ltd., United States.

Biography:

Prof. Klaus Mangold is a former Member of the Board of Management of DaimlerChrysler AG, former Chairman of the Board of Management of DaimlerChrysler Services AG and former Executive Advisor to the Chairman of DaimlerChrysler AG. He studied law and economics at the Universities of Munich, Geneva, London, Heidelberg and Mainz and finished his studies with a law degree at Heidelberg University. After graduating, he held different functions in German industry before being nominated a Member and Chairman of the Board of Management of Rhodia AG, a branch of the French Rhône-Poulenc group (1983-1990), and Chairman and Chief Executive Officer of Quelle-Schickedanz AG (1991-1994). He joined the Daimler-Benz group as a Member of the Board of Management in charge of its Services Division and Central and Eastern European markets (1995-2003). Prof. Mangold is Chairman of the Supervisory Board of TUI AG, Germany and member of a number of Supervisory and Advisory Boards, including those of Alstom, Ernst & Young (United States) and Continental AG (Germany). He is also Chairman of the Supervisory Board of Rothschild GmbH (Frankfurt) and Chief Executive Officer of Mangold Consulting GmbH. Until November 2010 he was Chairman of the Committee on Eastern European Economic Relations of German Industry. Klaus Mangold is Honorary Consul of the Russian Federation for Baden Württemberg since 2005. He is a Commander of the *Légion d'honneur* in France.

(*) Listed company.

AMPARO MORALEDA

Age: 50.

Nationality: Spanish.

Professional address: Rodriguez Marín, 21-3º – 28002 Madrid – Spain

Principal function: Non-Executive Director of companies.

End of current mandate: AGM 2017 (Appointed on 2 July 2013).

Independent Director.

Member of the Audit Committee.

Holds 1,100 shares.

Other current directorships and positions:

In France:

Member of the Board of Directors of Faurecia ^(*).

Abroad:

Member of the Board of Directors of Solvay ^(*) (Belgium);

Member of the Board of Directors of Meliá Hotels International S.A. ^(*) (Spain);

Member of the Board of Corporación Financiera Alba, S.A. ^(*) (Spain);

Member of the Board of Directors of Caixabank ^(*) (Spain);

Member of the Supervisory Board of CSIC (*Consejo Superior d'Investigaciones Cientificas*) (Spain).

Biography:

Ms. Amparo Moraleda graduated as an engineer from the ICAI (*Escuela Técnica Superior de Ingeniería Industrial*) Madrid and holds an MBA from IESE Business School in Madrid.

She was from January 2009 and until February 2012 Chief Operating Officer – International Division of Iberdrola SA, one of the world's leading power utilities. Previously, from 1988 to 2008, she held various positions within the IBM group she joined as Systems Engineer. From June 2001 to June 2005, she was notably General Manager of IBM Spain and Portugal. Between June 2005 and December 2008, she was General Manager of IBM Spain, Portugal, Greece, Israel and Turkey.

(*) Listed company.

ALAN THOMSON

Age: 68.

Nationality: British.

Professional address: HAYS plc – 250 Euston Road, London (United Kingdom).

Principal function: Chairman of HAYS plc ^(*).

End of current mandate: AGM 2015.

First mandate: 26 June 2007 – 28 June 2011.

Independent Director.

Chairman of the Audit Committee.

Holds 1,500 shares.

Other current directorships and positions:

In France:

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Abroad:

Chairman of Polypipe Group plc ^(*) (UK);

Chairman of Bodycote plc ^(*) (UK).

Biography:

Mr Alan Thomson studied Economics and History at Glasgow University graduating with a Master of Arts degree in 1967. He qualified as a Chartered Accountant in 1970 and became a member of the Institute of Chartered Accountants of Scotland. From 1971 until 1975, he was Audit Manager with Price Waterhouse in Paris. From 1975 until 1979, he was Financial Director then Chief Executive Officer of Rockwell International SA in Paris, and from 1979 until 1982, he was Financial Director in the Automotive Division of Rockwell International firstly in the USA (1979-1980) then in the United Kingdom (1980-1982). From 1982 until 1984, he was UK Financial Director of Raychem Ltd, a division of a US public Materials Science company. From 1984 until 1992, he was a Divisional Finance Director within Courtaulds plc, a UK listed company. From 1992 to 1995, Mr Alan Thomson was employed as the Group Financial Director and Main Board Director of The Rugby Group plc, a UK listed Building Materials company and from 1995, until his retirement in September 2006, he held the position of Group Financial Director of Smiths Group plc a UK listed engineering company. Mr Alan Thomson was elected Chairman of Bodycote plc, a listed engineering company, in April 2008. Mr Alan Thomson was appointed in November 2010, Chairman of HAYS plc a listed recruitment company. Mr Alan Thomson served as President of the Institute of Chartered Accountants of Scotland in 2010-2011. Mr Alan Thomson was appointed in March 2014, Chairman of Polypipe Group plc a UK listed building materials company. Mr Alan Thomson was a Director of HSBC Bank plc until 31 October 2014.

(*) Listed company.

PHILIPPE MARIEN

Age: 58.

Nationality: French.

Professional address: Bouygues – 32, avenue Hoche – 75378 Paris Cedex 08 (France).

Principal function: Chief Financial Officer of Bouygues group.

Member of the Audit Committee.

Designated by Bouygues (*) as its permanent representative.

End of Bouygues' mandate: AGM 2018 (mandate renewed on 1 July 2014).

Bouygues SA

French société anonyme with a share capital of €335,613,887.

Head Office: 32, avenue Hoche – 75378 Paris Cedex 08 (France).

Holds 90,543,867 shares as of 30 September 2014.

Other current directorships and positions of Bouygues SA:**In France:**

Director of Bouygues Construction;

Director of TF1 ^(*);

Director of Colas ^(*);

Director of Bouygues Telecom;

Director of C2S;

Director of Bouygues Immobilier;

Director of 32 Hoche;

Member of the Board of the managing entity of the Gustave-Eiffel Center;

Member of the Board of the Dauphine Foundation;

Member of the Board of GIE Registrar.

Current directorships of Mr Philippe Marien as a permanent representative of Bouygues SA:

Permanent representative of Bouygues, Director of Bouygues Construction;

Permanent representative of Bouygues, Director of TF1 ^(*);

Permanent representative of Bouygues, Director of Colas ^(*);

Permanent representative of Bouygues, Director of Bouygues Immobilier.

Permanent representative of Bouygues, Director of C2S.

Other current directorships of Mr Philippe Marien inside Bouygues Group:

Director of Bouygues Telecom;

Director of Bouygues Europe (Belgium).

Current directorships of Mr Philippe Marien outside Bouygues Group:

Chief Executive Officer of SCDM;

Liquidator of Finamag.

(*) Listed company.