14. Board of Directors and management bodies

14.1. Information regarding the members of the corporate and management bodies

As at 24 February 2015, the Board of Directors was composed of:

- Mr. Didier Truchot, Chairman & Chief Executive Officer;
- Mr. Patrick Artus;
- Mr. Xavier Coirbay;
- Mr. Yann Duchesne;
- Ms. Mary Dupont-Madinier;
- Ms. Marina Eloy-Jacquillat;
- Ms. Florence von Erb;
- FFP Invest, represented by Mr. Sébastien Coquard;
- Mr. Brian Gosschalck;
- Mr. Carlos Harding, Deputy Chief Executive Officer;
- Mr. Pierre Le Manh, Deputy Chief Executive Officer;
- Mr. Henry Letulle;
- LT Participations, represented by Mr. Pascal Cromback;
- Ms. Laurence Stoclet, Deputy Chief Executive Officer;
- Mr. Hubert Védrine;
- Mr. Henri Wallard, Deputy Chief Executive Officer.

Among the members of the Board of Directors, six members are Executive Officers of the Ipsos group:

- Mr. Didier Truchot;
- Mr. Brian Gosschalck;
- Mr. Carlos Harding;
- Mr. Pierre Le Manh;
- Ms. Laurence Stoclet; and
- Mr. Henri Wallard.

A list of directorships and other functions held in any company by the directors of Ipsos SA and by the directors who resigned during the last financial year, a list of their previous directorships during the past five years, the start date of their term of office, the end of their term of office, their age and the number of shares held in Ipsos SA is presented in the table below.

Didier Truchot			
Chairman & CEO	Mandates exerc	ised within the Group	
	France	Chairman & CEO,	Ipsos SA*
First appointed:		Permanent representative of Ipsos (France),	Ipsos Observer SA ; Espace TV
General Meeting		Director	Communication SA;
of 23 February			GIE Ipsos ; Ipsos Group GIE ;
1988		Director	Ipsos Stat SA
			Ipsos (France)
Date of expiration		Chairman	
of current term of	Belgium	Director	Ipsos Belgium SA
office:	Canada	Chairman of the Board,	Ipsos-Reid Corporation ; Ipsos-NPD
General Meeting		Director	Canada Inc.
called to approve	United States	Chairman of the Board	Ipsos America, Inc. ; Ipsos-Insight,
the financial	omica states	Chairman of the Board	LLC; Ipsos Interactive Services US, Inc;
statements for			Ipsos MMA, Inc (anciennement Synovate
the year ended 31			Management Analytics Inc); Ipsos Public
December 2015			Affairs Inc.
	Italy	Director	Ipsos Srl ; Ipsos Operations Srl
Number of shares	Spain	Vice-President,	Ipsos Operaciones SA ; Ipsos
owned: 21,265	Spain	vice-riesident,	Investigacion de Mercado SA
,		Director	Synovate Espana SA; Ipsos
Age: 68		Director	Understanding Unlimited Research SA
	Dortugal	Director	Ipsos Estudos de Mercado Lda.
Professional	Portugal	Director Chairman of the Board	·
address: 35 rue	Switzerland		Ipsos (Suisse) SA
du Val de Marne	United	Chairman of the Board, Director	Price Search Ltd; Ipsos MORI UK Ltd;
75013 Paris	Kingdom	Chairman af the Deard	Ipsos EMEA Holdings Ltd
	Hong Kong	Chairman of the Board	Ipsos Asia Ltd
		ised during the last five years within the Group	
	France	Director	Ipsos Loyalty SA
	Italy	Director	Ipsos Italy Srl
	United States	Director,	Ipsos FMC. Inc. ; Ipsos Reid Public Affairs,
			Inc. ;
		Chairman of the Board	Ipsos Forward Research, Inc. ; Ipsos
			Mendelsohn, Inc. ; Ipsos Qualitative, LLC.
			; Mendelsohn Media Research, Inc. ;
			Ipsos Loyalty, Inc. ; Ipsos ASI,LLC ; Ipsos
			Operations US, Inc. ; Ipsos USA, Inc. ;
			Ipsos OTX Corp. ; Synovate Market
			Research Holding Corp.
	Canada	Chairman of the Board	Ipsos Canada Inc. ; Ipsos Camelford
			Graham Inc. ; Synovate Ltd; Ipsos
			Descarie Corporation Ipsos ASI Ltd.
	Spain	Vice-President	Ipsos Estudios Internacionales SA
	United	Chairman of the Board	OTX Europe Ltd
	Kingdom		
	Main functions	exercised outside the Group	
	None		
	Mandates exerc	ised outside the Group	
	France	Deputy CEO and Director	LT Participations SA
	Mandates exerc	ised during the last five years outside the Grou	p
	None		
			*Listed company

Carlos Harding			
Deputy Chief	Mandates exerc	ised within the Group	
Executive Officer	France	Deputy Chief Executive Officer,	Ipsos SA*
		Chairman & CEO,	Ipsos Stat SA; Ipsos Strategic Puls SAS;
First appointed:		Chairman, Director	Espaces TV communication
General Meeting	Mexico	Chairman of the Board	Ipsos BIMSA SA de CV
of 27 March 1992	Argentina	Director	Ipsos Argentina SA ; Livra.com SA, Ipsos
			Observer SA ; Process & Line SA ;
Date of expiration	Australia	Director	I-view Pty. Ltd, ; Ipsos Australia Pty. Ltd ;
of current term of			Ipsos Public Affairs Pty. Ltd ; Ipsos Loyalty
office:			Pty Ltd ; Synovate Pty Ltd
General Meeting	Germany	Chairman of the Board	Ipsos GmBH ; Ipsos Marktforschung
called to approve	,		GmBH
the financial	Belgium	Director	Ipsos Belgium SA ; Ipsos N.V.
statements for	20.8.0	2 6616.	.poss zeigiam ert) ipses imit
the year ended 31	British Virgin	Director	Synovate (Asia-Pacific BVI) Ltd
December 2015	Islands	Director .	Symbolate (Fisher Fuelling 2017) Etca
	Canada	Director,	Ipsos-Insight Corp. ;
Number of shares	Canada	CEO	Ipsos NPD Canada, Inc.
owned: 43,900	Chile	Chairman of the Board	Ipsos (Chile) SA; Ipsos Observer (Chile)
	Cinc	Chairman of the Board	SA
Age: 67	China	Chairman of the Board,	Ipsos (China) Ltd ;
	Cimia	Director	Beijing Ipsos Market Consulting Co. Ltd;
Professional		Director.	Synovate (China) Ltd ; Ipsos Radar
address: 35, rue			Market Consulting Company Limited
du Val de Marne	Denmark	Chairman of the Board	Ipsos AS
75013 Paris	Israel	Director	Misco International Ltd
	Ecuador	Chairman	Ipsosecuador SA ; Servicios Ecuatorianos
	LCUAGOI	Chairman	Atica SA.
	Greece	Chairman of the Board	Censydiam Hellas AE ; Ipsos AE ; OI
	Greece	Chairman of the Board	Market Research SA
	New Zealand	Director	Ipsos Ltd
	Panama	Chairman & CEO, Director	Ipsos CCA, Inc. ;
	T dilailla	Chairman & CLO, Director	Ipsos TMG SA
	Netherlands	Director	Ipsos BV ; Synovate Interview NSS BV
	Puerto Rico	Vice-Chairman	Ipsos Inc.
	Romania	Director	Ipsos Research Srl
	Russia		OOO Synovate Comcon
	Saudi Arabia	Director	Synovate Saudi Ltd
		Director Chairman of the Board	•
	Spain	Chairman of the Board	Ipsos Operaciones SA; Ipsos
			Investigacion de Mercado SA ; Synovate
		Director	Espana SAU
		Director	Ipsos Understanding Unlimited Research
	Linited Chahan	Director of Corrector Davids are not and	SAU
	United States	Director of Corporate Development and	Ipsos America, Inc.; Ipsos Insight, LLC.;
		Director	Ipsos Interactive Services US, Inc.;
			Ipsos MMA, Inc. (anciennement
			Synovate Management Analytics, Inc.);
		Chairman of the Board	Ipsos Public Affairs Inc.
	Indosesia		Latin Internet Ventures, Inc.
	Indonesia	Chairman of the Supervisory Board	PT Ipsos Indonesia
	Italy	Director	Ipsos Srl ; Ipsos Operations Srl
	Lebanon	Director	Ipsos MENA Offshore SAL
	United	Director	Ipsos Interactive Services Ltd ; Livra
	Kingdom		Europe Ltd ; Synovate Healthcare Ltd. ;
			Ipsos Pan Africa Holdings Ltd.; Ipsos
			EMEA Holdings Ltd.

Carlos Harding			
	Ireland	Director	Ipsos Central Eastern Europe Ltd ; MRBI
	6 1	8: .	Market Research Ltd.
	Sweden	Director	Ipsos Sweden AB ; Ipsos Observer Sweden AB; Synovate Sweden AB
	Hong Kong	Director	Ipsos Asia Ltd ; Ipsos Hong Kong Ltd ;
			Synovate Ltd
	Korea	Director	Ipsos Korea. Co. Ltd
	Thailand	Director	Ipsos (Thailand) Ltd ; IJD Limited ;
	T-1	Discrete	Synovate Ltd
	Taiwan	Director	Ipsos Taiwan Ltd
	Singapore	Director	Ipsos Singapore Pte Ltd
	Japan	Director	Ipsos Japan Holdings KK ; Japan Marketing Organisation KK ; Ipsos KK
	Colombia	Director	Ipsos Napoleon Franco SA & Cia S.A.S
	Cyprus	Director	Portdeal Ltd ; Synovate Ltd ; Synovate (Cyprus) Ltd ; Synovate EMEA Ltd
	Dom. Rep.	Vice-President	Ipsos Dominicana Srl
	Norway	Chairman of the Board	Ipsos MMI AS
	South Africa	Director	Oakleigh Investments (Pvt) Ltd ;
	30utii Airica	Birector	Markinor (Pvt) Ltd
	Peru	Director	Ipsos Apoyo Opinion y Mercado SA
	Turkey	Director	Ipsos KMG Arastirma ve Danismanlik
	lancy	Jir cotor	Hizmetleri AS
			Recon Arastirma Danismanlik AS ;
			Synovate Arastirma ve Danismanlik AS
	Poland	Chairman of the Board	Ipsos Sp.z.oo (anciennement Ipsos
			Research sp zoo)
			Ipsos Polska sp zoo
	Czech Republic	Member of Supervisory Board	Ipsos sro
	Nigeria	Director	Ipsos (Nigeria) Ltd.
	Kenya	Director	Ipsos East Africa limited
		sed during the last five years within the Group	
	France	Permanent representative of Ipsos Access Panels Holding, Director	Ipsos Observer SA
	Australia	Director	Ipsos Marketing Pty. Ltd
	Malaysia	Director	Ipsos Sdn Bhd
	Italy	Director	Ipsos Italy Srl
	Sweden	Director	Ipsos Eureka AB ; Ipsos ASI AB ;
	Sweden	Director	Intervjubolaget IMRI AB ; New Media
			Research AB;
	India	Director	Ipsos (India) Pvt. Ltd ; Market Tracs
			Indica Pvt. Ltd ; Indica Research Practices
			and Consulting Pvt. Ltd; Ipsos Research PVT. Ltd
	Japan	Director	Ipsos Novaction KK ; Ipsos JSR. Co. Ltd
	Poland	Director	Ipsos Sp zoo
	Singapore	Director	Synovate Pte Ltd
	United	Director	OTX Europe Ltd ; Ipsos CATI Centre Ltd ;
	Kingdom		Ipsos Novaction & Vantis Ltd; Ipsos
			Access Panels Ltd ; Ipsos Novaction UK,
			Ltd;
	United States	Chairman	Ipsos FMC, Inc. ; Ipsos Reid Public Affairs
			Inc. ; Synovate Market Research Holding
			Corp.

Carlos Harding	Carlos Harding			
		Director	Ipsos Forward Research, Inc. ; Ipsos	
			Mendelshon Inc.; Ipsos Qualitative, LLC;	
			Mendelsohn Media Reseach, Inc; Ipsos	
			Loyalty,Inc.; Ipsos Operations US, Inc.;	
			Ipsos OTX Corp. ; Ipsos USA, Inc. ; Ipsos	
			ASI, LLC;	
	Belgium	Director	Synovate (Holdings) Belgium NV ; Ipsos	
			NV	
	Canada	Chairman, Director	Ipsos Canada, Inc.	
	China	Director	Shenzhen Synovate Healthcare Company	
			Ltd	
	New Zealand	Director	Synovate Ltd	
	Spain	Chairman of the Board	Ipsos Estudios Internacionales SA	
	Portugal	Manager	Ipsos (Portugal) Estudos de Mercado Lda	
	Peru	Chairman of the Board	Synovate (Perou) SAC	
	Norway	Director	Ipsos (Norway) AS	
	Main functions exercised outside the Group			
	None			
	Mandates exerci	sed outside the Group		
	France	Director	LT Participations SA	
	Mandates exercised during the last five years outside the Group			
	None			

Henri Wallard			
Deputy Chief	Mandates exerci	sed within the Group	
Executive Officer	France	Deputy Chief Executive Officer	Ipsos SA*
	Australia	Director	I-view Pty. Ltd; Ipsos Australia
First appointed:			Proprietary Ltd; Ipsos Loyalty Pty Ltd;
General Meeting			Ipsos Public Affairs Pty Ltd
of 18 December	Japan	Director	Japan Marketing Organisation KK
2002	China	Director	Beijing Ipsos Market Consultant Co Ltd;
			Ipsos Radar Market Consulting Company
Date of expiration			Limited; Ipsos China Limited
of current term of	Taiwan	Director	Ipsos Taiwan Ltd
office:	Korea	Director	Ipsos Korea.Co.Ltd
General Meeting	Indonesia	Member of Supervisory Board	PT Ipsos Indonesia
called to approve	Thailand	Director	Ipsos (Thaïland) Ltd
the financial	Hong Kong	Director	Ipsos Asia Limited; Ipsos China Limited;
statements for			Ipsos Hong Kong Limited.
the year ended 31 December 2014	Mandates exercised during the last five years within the Group		
December 2014	United States	CEO	Ipsos Loyalty, Inc.
Number of shares	France	Chairman & CEO	Ipsos Loyalty SA
owned: 37,571	Hong Kong	Director	Ipsos Hong Kong Limited
Owned. 37,371	Japan	Director	Ipsos Japan Holdings KK ; Ipsos KK
Age: 57	Philippines	Director	Ipsos (Philippines), Inc.
7.60.57	United	Director	Ipsos Novaction & Vantis Ltd
Professional	Kingdom		
address:	China	Director	Shenzhen Synovate Healthcare
35 rue du Val de			Company Ltd.
Marne	Main functions exercised outside the Group		
75013 Paris None			
	Mandates exerci	ised outside the Group	
	None		
	Mandates exerci	ised during the last five years outside the G	roup
	None		

Brian Gosschalk			
Director of the	Mandates exercis	ed within the Group	
Office of the	France	Director	Ipsos SA*
Chairman	United Kingdom	Director	Ipsos EMEA Holdings Limited; MORI Limited; Market & Opinion Research
First appointed:			International Limited
General Meeting	Ireland	Director	Ipsos MORI Ireland Limited
of 8 April 2010	Sweden	Chairman of the Board	Ipsos Sweden AB ; Ipsos NMR AB; Ipsos Observer Sweden AB
Date of	Italy	Director	Ipsos Srl, Ipsos Operations Srl.
expiration of	Mandates exercis	ed during the last five years within the Group	
current term of	Sweden	Chairman of the Board	Ipsos ASI AB, Ipsos Eureka AB
office: General Meeting called to approve the financial statements for the year ended 31 December	United Kingdom	Director	MORI Financial Services Ltd, Market Dynamics Limited, Ipsos Interactive Services Limited, On-Line Surveys Limited, MORI International Limited, Test Research Limited, Ipsos MORI North Ltd, On-Line Services Limited, PR Test Ltd
2015	Italy	Director	Ipsos Italy Srl
Number of shares owned: 54,323	None	sed outside the Group	
Λσοι ΕΩ	Mandates exercised during the last five years outside the Group		
Age: 59	None		
Professional address: Ipsos Mori House 79-81 Borough Road, London SE1 1FY			
	<u>I</u>		*Listed company

Pierre Le Manh				
Deputy Chief	y Chief Mandates exercised within the Group			
Executive Officer	France	Deputy Chief Executive Officer	Ipsos SA*	
	Canada	Vice-President	Ipsos Insight Corp. ; Ipsos-NPD Canada	
First appointed:			Inc.	
General Meeting	United States	Chairman & CEO,	Ipsos America Inc. ;	
of 29 April 2009		Chairman	Ipsos Insight LLC;	
		Vice-President	Ipsos Interactive Services US Inc.;	
Date of		CEO	Ipsos Public Affairs LLC ;	
expiration of		Director	Ipsos MMA Inc (anciennement Synovate	
current term of			Management Analytics Inc.)	
office:	Czech	Member of Supervisory Board	lpsos sro	
General Meeting	Republic			
called to approve	United Kingdom	Director	MORI Group Limited ; Ipsos Interactive	
the financial			Services Limited ;	
statements for	Turkey	Director	Ipsos KMG Arastirma ve Danismanlik	
the year ended			Hizmetleri AS	
31 December	Ireland	Director	Ipsos Central Eastern Europe Limited	
2014	Poland	Chairman of the Board	Ipsos Polska Sp zoo	
November of decise	Mandates exercised during the last five years within the Group			
Number of shares owned:	Sweden	Chairman of the Board	Ipsos ASI AB	
40,403	France	Manager	Ipsos Access Panel Holding SC	
40,403	Italy	Chairman of the Board	Ipsos Srl., Ipsos Operations Srl	
Age: 48	Norway	Chairman of the Board	Ipsos (Norway) AS	
Age. 40	Poland	Chairman of the Board	lpsos sp zoo	
Professional	Canada	Vice-President	Ipsos Camelford Graham Inc.; Ipsos	
address:			Canada Inc. ; Ipsos-ASI LLC. ; Ipsos Reid	
1271 Avenue of			Public Affairs Inc. ; Ipsos Operations US	
the Americas,			Inc. ; Ipsos Loyalty Inc.	
15 th Floor, New		CEO	Synovate Market Research Holding Corp.	
York, NY 10020	United States	Chairman	Ipsos OTX Corporation ; Ipsos USA Inc.	
		Vice-President	Ipsos-ASI LLC ; Ipsos Reid Public Affairs	
			Inc ; Ipsos Operations US Inc ; Ipsos	
			Loyalty Inc.; Ipsos MMA Inc.	
		CEO	Synovate Market Research Holding Corp.	
	United Kingdom	Director	Test Research Limited	
	Main functions ex	kercised outside the Group		
	None			
	Mandates exercis	sed outside the Group		
	None			
	Mandates exercis	ed during the last five years outside the Grou	р	
	None		*Licted company	

Laurence Stoclet				
Deputy Chief	Mandates exercis	Mandates exercised within the Group		
Executive Officer	France	Deputy Chief Executive Officer	Ipsos SA*	
		Director	Ipsos Group GIE	
First appointed:	Netherlands	Director	Synovate Holdings BV	
General Meeting	United States	Director	Ipsos Insight LLC	
of 18 December		Vice-President	Ipsos America Inc	
2002	United Kingdom	Director	Ipsos MORI UK Ltd	
	Mandates exercis	sed during the last five years within the	e Group	
Date of	Netherlands	Director	Synovate Treasury BV	
expiration of		General Manager	Ipsos Latin America BV	
current term of	United Kingdom	Director	Synovate Management Services Ltd	
office:	Main functions exercised outside the Group			
General Meeting	None			
called to approve the financial	Mandates exercised outside the Group			
statements for	None			
the year ended	Mandates exercised during the last five years outside the Group			
31 December	None			
2014				
2014				
Number of shares				
owned:				
40,277				
,				
Age: 48				
Professional				
address: 35 rue				
du Val de Marne				
75013 Paris				
			*Listed company	

Patrick Artus				
	Main from this was according to the Consum			
First appointed:				
General Meeting of	None			
29 April 2009		ns exercised outside the Group		
	Chief Economi	ist at Natixis, Professor at Ecole Polytechnique	e and Associate Professor at Université de	
Date of expiration	Paris I-Sorboni	ne		
of current term of	Mandates exe	ercised within the Group		
office:	France	Director	Ipsos SA*	
General Meeting	Mandates exe	ercised outside the Group		
called to approve	France	Director	Total SA*	
the financial	Mandates exercised during the last five years within the Group			
statements for the	None			
year ended 31 December 2014	Mandates exercised during the last five years outside the Group			
December 2014	None			
Number of shares				
owned: 792				
owned. 792				
Λαο: 62				
Age: 63				
Professional				
address: 47 Quai				
d'Austerlitz				
75013 Paris				

LT Participations					
First appointed:	Main functions exercised within the Group				
General Meeting	None	None			
of 30 March 1990	Main functions ex	cercised outside the Group			
	None				
Date of	Mandates exercis	ed within the Group			
expiration of	France	Director	Ipsos SA*		
current term of	Mandates exercis	ed outside the Group			
office:	None				
General Meeting	Mandates exercised during the last five years within the Group				
called to approve the financial	None				
statements for	Mandates exercised during the last five years outside the Group				
the year ended	None				
31 December					
2017					
2017					
Number of shares					
owned:					
11,861,976					
Professional					
address:					
35 rue du Val de					
Marne					
75013 Paris					

		ntative of LT Participations	
First appointed:	Main functions exercised within the Group		
General Meeting	None		
of 30 March 1990	Main functions e	xercised outside the Group	
	Chief Executive O	fficer of Sofetec	
Date of	Mandates exercis	sed within the Group	
expiration of	None		
current term of	Mandates exercis	sed outside the Group	
office:	France	Chief Executive Officer and Director	Sofetec
General Meeting		Director	LT Participations
called to approve	Mandates exercis	sed during the last five years within the Group	
the financial	None		
statements for	Mandates exercised during the last five years outside the Group		
the year ended 31 December	None		
2017			
2017			
Number of shares			
owned: NA			
OWIICU. IVA			
Age: 65			
7.66. 03			
Professional			
address:			
66 rue Escudier			
92100 Boulogne-			
Billancourt			

Yann Duchesne, Independent director, Chairman of the Audit Committee			
First appointed:	Main functions exercised within the Group		
General Meeting	None		
of 18 December	Main functions exercised outside the Group		
2002	Chief Executive O	fficer of Doughty Hanson	
	Mandates exercis	sed within the Group	
Date of	France	Director	Ipsos SA*
expiration of	Mandates exercis	sed outside the Group	
current term of	France	Chairman of the Supervisory Board	Saft*
office:		Member of Supervisory Board	Laurent-Perrier*
General Meeting	Mandates exercis	sed during the last five years within the Group	
called to approve the financial	None		
statements for	Mandates exercised during the last five years outside the Group		
the year ended	Germany	Director	Moeller
31 December	Netherlands	Director	Impress
2014	Ireland	Director	TV3
2014	United States	Director	Tumi
Number of shares	France	Chairman of the Board	KP1
owned: 40	Belgium	Director	Balta
Age : 58			
Professional			
address:			
Doughty Hanson,			
45 Pall Mall			
London, SWI			
Y5JG			*!

Marina Eloy-Jacqui	Marina Eloy-Jacquillat				
First appointed:	Main functions exercised within the Group				
General Meeting					
of 29 April 2009					
	Co-founder of Wo	omen Corporate Directo	rs in France – non-profit	organization	
Date of	Mandates exercis	sed within the Group			
expiration of	France	Director		Ipsos SA*	
current term of	Mandates exercis	sed outside the Group			
office:	None				
General Meeting	Mandates exercised during the last five years within the Group				
called to approve	None				
the financial	Mandates exercised during the last five years outside the Group				
statements for	None				
the year ended 31 December					
2014					
2014					
Number of shares					
owned: 1,320					
Owned. 1,320					
Age: 68					
63. 33					
Professional					
address:					
None					

Henry Letulle				
First appointed:	Main functions exercised within the Group			
General Meeting	None			
of 31 May 2006	Main functions ex	xercised outside the Group		
	Notary			
Date of	Mandates exercis	sed within the Group		
expiration of	France	Director	Ipsos SA*	
current term of	Mandates exercis	sed outside the Group		
office: General	France	Secretary	LT Participations SA	
Meeting called to	Mandates exercis	sed during the last five years within the Group)	
approve the	Japan	Auditor	Ipsos Japan Holdings KK	
financial statements for	Taiwan	Supervisor	Ipsos Taiwan Ltd	
the year ended	Mandates exercised during the last five years outside the Group			
31 December	None			
2017				
2017				
Number of shares				
owned:				
11,827				
,-				
Age: 39				
J				
Professional				
address:				
3 rue Montalivet				
75008 Paris				

Hubert Védrine				
First appointed:	Main functions exercised within the Group			
General Meeting				
of 29 April 2009		xercised outside the Group		
		or of Hubert Védrine Conseil and Presiden	t of the Institut François Mitterrand	
Date of		sed within the Group	tor the matitue rrangois wheterrand	
expiration of	France	Director	Ipsos SA*	
current term of		sed outside the Group	1p303 3A	
office:	France	Director	LVMH*	
General Meeting		sed during the last five years within the G		
called to approve	None	sed during the last live years within the C	лоцр	
the financial	Mandates exercised during the last five years outside the Group			
statements for	None	sed during the last live years outside the	Group	
the year ended	None			
31 December				
2014				
Number of shares				
owned: 4				
Age: 67				
Professional				
address:				
21 rue Jean				
Goujon				
75008 Paris				

FFP Invest				
First appointed:	Main functions exercised within the Group			
Board of	None	None		
Directors	Main functions exercised outside the Group			
meeting of 10	None			
January 2012	Mandates exercised within the Group			
	France	Director	Ipsos SA*	
Date of	Mandates exerci	sed outside the Group		
expiration of	France	Director	LT Participations; ORPEA.*; SEB SA*	
current term of		Vice-President and member	IDI*; SANEF; Gran Via 2008	
office:		of the Supervisory Board		
General Meeting		Member of Supervisory Board	ONET; Zodiac Aerospace*;	
called to approve		Chairman	Financière Guiraud SAS	
the financial		Manager	FFP-Les Grésillons	
statements for	Luxembourg	Member of Supervisory Board	IDI Emerging Markets	
the year ended 31 December	Mandates exercised during the last five years within the Group			
2014	None			
2014	Mandates exercised during the last five years outside the Group			
Number of shares	France	Manager	Valmy-FFP	
owned: 10				
owned. 10				
Registered office:				
75 avenue de la				
Grande Armée				
75116 Paris				
	1		4	

Sébastien Coquard	, permanent repres	sentative of FFP Invest		
First appointed:	Main functions exercised within the Group None			
Board of				
Directors'	Main functions ex	xercised outside the Group		
meeting of 10	Head of Investme	nts of FFP		
January 2012	Mandates exercis	ed within the Group		
_	France	Permanent Representative	FFP Invest, Director of Ipsos SA*	
Date of	Mandates exercis	ed outside the Group		
expiration of current term of	France	Permanent Representative	FFP Invest, Director of LT Participations	
office:			FFP Invest, Member of Supervisory	
General Meeting			Board of ONET;	
called to approve	Luxembourg	Member of Supervisory Board	IDI Emerging Market	
the financial	Mauritius	DirecMember of the Boardtor	CIEL*	
statements for	Mandates exercised during the last five years within the Group			
the year ended	None			
31 December	Mandates exercised during the last five years outside the Group			
2014	None			
Number of shares				
owned: NA				
Age: 39				
Professional				
address: 75,				
avenue de la				
Grande Armée -				
75116 Paris				

Xavier Coirbay				
First appointed:	Main functions exercised within the Group			
Board of Directors'	None			
meeting of 10	Main functions	exercised outside the Group		
January 2012	Member of the Executive Committee of the Group Sofina.			
	Mandates exer	cised within the Group		
Date of expiration	France	Director	Ipsos SA*	
of current term of	Mandates exer	cised outside the Group		
office: General Meeting	United Kingdom	Non-executive Director	B&W Loudspeakers plc	
called to approve	Switzerland	Director	Trufiswiss S.A.	
the financial statements for the	Luxembourg	Delegated Director	Trufilux S.A.; Truficar S.A.; Sofina Multistrategy S.A.	
year ended 31	Belgium	Director	Sidro S.A.; Sofindev S.A.; Finabru S.A.	
December 2014	Mandates exercised during the last five years within the Group			
Number of shares	None			
owned: 10	Mandates exercised during the last five years outside the Group			
OWIICU. 10	None			
Age: 49				
Professional				
address:				
31 rue de				
l'Industrie				
1040 Brussels				
(Belgium)				

Mary Dupont-Madinier, Independent director, Member of the CSR Committee				
First appointed:	Main functions exercised within the Group			
Board of Directors'	of Directors' None			
meeting of 10	Main functions exercised outside the Group			
January 2013	Associate Valtus			
	Mandates exer	cised within the Group		
Date of expiration	France	Director	Ipsos SA*	
of current term of	Mandates exer	cised outside the Group		
office:	France	Director	Limagrain Holding Group	
General Meeting			Vilmorin & Cie*	
called to approve			American Chamber of Commerce, Paris	
the financial	Mandates exercised during the last five years within the Group			
statements for the	None			
year ended 31 December 2015	Mandates exercised during the last five years outside the Group			
December 2013	None			
Number of shares				
owned: 10				
owned. 10				
Age: 59				
7.86.65				
Professional				
address:				
15 rue de Berri				
75008 Paris				

Directors appointed in 2014

Florence von Erb, I	ndependent d <u>irect</u>	or, Member of the CSR Committee		
First appointed:	Main functions exercised within the Group			
General Meeting	None			
of 25 April 2014	Main functions exercised outside the Group			
	Co-founder of Sur	e We Can, Inc., a non-profit organisation		
Date of	Mandates exercis	ed within the Group		
expiration of	France	Director	Ipsos SA*	
current term of	Mandates exercis	ed outside the Group		
office:	France-US	Director	Fourpoints Investment Managers	
General Meeting	Mandates exercis	ed during the last five years within the Group		
called to approve the financial	None			
statements for	Mandates exercis	ed during the last five years outside the Group		
the year ended	USA	Chairwoman	MMMI	
31 December		Treasurer	Sure We Can, Inc.	
2017				
Number of shares				
owned: 10				
Age: 55				
Professional				
address:				
55 East 86th				
Street,				
NY, NY 10028				

Persons whose terms of office ended in 2014

Jean-Marc Lech				
First appointed:	Main functions exercised within the Group			
General Meeting	Vice-President and Deputy Chief Executive Officer			
of 23 February	Main functions ex	Main functions exercised outside the Group		
1988	None			
	Mandates exercis	sed within the Group		
	France	Deputy Chief Executive Officer	Ipsos SA*	
		President	Ipsos (France) SA	
		Permanent representative of Ipsos SA,		
		President	Ipsos DOM SAS	
		Permanent representative of Ipsos (France)		
		Chairman	Popcorn Media SAS	
		Director	Ipsos Observer SA	
	United Kingdom	Director	Ipsos MORI UK Ltd	
	Mandates exercised outside the Group			
	France	Chairman & CEO	LT Participations SA	
	Mandates exercised during the last five years within the Group			
	None			
	Mandates exercised during the last five years outside the Group			
	None			

*Listed company

Jean-Michel Carlo	Jean-Michel Carlo				
First appointed:	Main functions exercised within the Group				
General Meeting	None				
of 6 March 2002	Main functions e	Main functions exercised outside the Group			
	Director of the Institut d'Etudes politiques of Paris-Sciences Po				
Date of	Mandates exercis	sed within the Group			
expiration of	France	Director	Ipsos SA*		
current term of	Mandates exercis	sed outside the Group			
office:	France	Director	Philip Plisson Pixel Art SAS;		
General Meeting			Time Investors		
called to approve		Manager	SC Elros		
the financial	Mandates exercised during the last five years within the Group				
statements for	None				
the year ended 31 December	Mandates exercised during the last five years outside the Group				
2013	None				
2015					
Number of shares					
owned: 100					
owned: 100					
Age: 68					
7.86.00					
Professional					
address: 27					
rue Saint-					
Guillaume					
75007 Paris					

*Listed company

For additional information regarding the members of the Board of Directors, please refer to Section 2.2.3 of the President's report in Section 16.4.1 of this Reference document.