

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

*Listed company

Carlos Harding			
Deputy Chief Executive Officer First appointed: General Meeting of 27 March 1992 Date of expiration of current term of office: General Meeting called to approve the financial statements for the year ended 31 December 2015 Number of shares owned: 43,900 Age: 67 Professional address: 35, rue du Val de Marne 75013 Paris	Mandates exercised within the Group		
	France	Deputy Chief Executive Officer, Chairman & CEO, Chairman, Director	Ipsos SA* Ipsos Stat SA ; Ipsos Strategic Puls SAS ; Espaces TV communication
	Mexico	Chairman of the Board	Ipsos BIMSA SA de CV
	Argentina	Director	Ipsos Argentina SA ; Livra.com SA, Ipsos Observer SA ; Process & Line SA ;
	Australia	Director	I-view Pty. Ltd. ; Ipsos Australia Pty. Ltd ; Ipsos Public Affairs Pty. Ltd ; Ipsos Loyalty Pty Ltd ; Synovate Pty Ltd
	Germany	Chairman of the Board	Ipsos GmbH ; Ipsos Marktforschung GmbH
	Belgium	Director	Ipsos Belgium SA ; Ipsos N.V.
	British Virgin Islands	Director	Synovate (Asia-Pacific BVI) Ltd
	Canada	Director, CEO	Ipsos-Insight Corp. ; Ipsos NPD Canada, Inc.
	Chile	Chairman of the Board	Ipsos (Chile) SA ; Ipsos Observer (Chile) SA
	China	Chairman of the Board, Director	Ipsos (China) Ltd ; Beijing Ipsos Market Consulting Co. Ltd ; Synovate (China) Ltd ; Ipsos Radar Market Consulting Company Limited
	Denmark	Chairman of the Board	Ipsos AS
	Israel	Director	Misco International Ltd
	Ecuador	Chairman	Ipsosecuador SA ; Servicios Ecuatorianos Atica SA.
	Greece	Chairman of the Board	Censydiam Hellas AE ; Ipsos AE ; OI Market Research SA
	New Zealand	Director	Ipsos Ltd
	Panama	Chairman & CEO, Director	Ipsos CCA, Inc. ; Ipsos TMG SA
	Netherlands	Director	Ipsos BV ; Synovate Interview NSS BV
	Puerto Rico	Vice-Chairman	Ipsos Inc.
	Romania	Director	Ipsos Research Srl
	Russia	Director	OOO Synovate Comcon
	Saudi Arabia	Director	Synovate Saudi Ltd
	Spain	Chairman of the Board Director	Ipsos Operaciones SA ; Ipsos Investigacion de Mercado SA ; Synovate Espana SAU Ipsos Understanding Unlimited Research SAU
	United States	Director of Corporate Development and Director Chairman of the Board	Ipsos America, Inc. ; Ipsos Insight, LLC. ; Ipsos Interactive Services US, Inc. ; Ipsos MMA, Inc. (anciennement Synovate Management Analytics, Inc.) ; Ipsos Public Affairs Inc. 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 Kingdom	Director	Ipsos Interactive Services Ltd ; Livra Europe Ltd ; Synovate Healthcare Ltd. ; Ipsos Pan Africa Holdings Ltd.; Ipsos EMEA Holdings Ltd.

Carlos Harding			
	Ireland	Director	Ipsos Central Eastern Europe Ltd ; MRBI 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 ; 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 ; Markinor (Pvt) Ltd
	Peru	Director	Ipsos Apoyo Opinion y Mercado SA
	Turkey	Director	Ipsos KMG Arastirma ve Danismanlik 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
Mandates exercised 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 ; 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 Kingdom	Director	OTX Europe Ltd ; Ipsos CATI Centre Ltd ; 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			
		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 exercised outside the Group			
	France	Director	LT Participations SA
Mandates exercised during the last five years outside the Group			
None			

*Listed company

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

*Listed company

Brian Gosschalk			
Director of the Office of the Chairman First appointed: General Meeting of 8 April 2010 Date of expiration of current term of office: General Meeting called to approve the financial statements for the year ended 31 December 2015 Number of shares owned: 54,323 Age: 59 Professional address: Ipsos Mori House 79-81 Borough Road, London SE1 1FY	Mandates exercised within the Group		
	France	Director	Ipsos SA*
	United Kingdom	Director	Ipsos EMEA Holdings Limited ; MORI Limited ; Market & Opinion Research International Limited
	Ireland	Director	Ipsos MORI Ireland Limited
	Sweden	Chairman of the Board	Ipsos Sweden AB ; Ipsos NMR AB; Ipsos Observer Sweden AB
	Italy	Director	Ipsos Srl, Ipsos Operations Srl.
	Mandates exercised during the last five years within the Group		
	Sweden	Chairman of the Board	Ipsos ASI AB, Ipsos Eureka AB
	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
	Italy	Director	Ipsos Italy Srl
	Main functions exercised outside the Group		
	None		
	Mandates exercised outside the Group		
	None		
	Mandates exercised during the last five years outside the Group		
	None		

*Listed company

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

*Listed company

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

*Listed company

Patrick Artus			
First appointed: General Meeting of 29 April 2009 Date of expiration of current term of office: General Meeting called to approve the financial statements for the year ended 31 December 2014 Number of shares owned: 792 Age: 63 Professional address: 47 Quai d'Austerlitz 75013 Paris	Main functions exercised within the Group		
	None		
	Main functions exercised outside the Group		
	Chief Economist at Natixis, Professor at Ecole Polytechnique and Associate Professor at Université de Paris I-Sorbonne		
	Mandates exercised within the Group		
	France	Director	Ipsos SA*
	Mandates exercised outside the Group		
	France	Director	Total 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

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

*Listed company

Pascal Cromback, permanent representative of LT Participations		
First appointed: General Meeting of 30 March 1990 Date of expiration of current term of office: General Meeting called to approve the financial statements for the year ended 31 December 2017 Number of shares owned: NA Age: 65 Professional address: 66 rue Escudier 92100 Boulogne- Billancourt	Main functions exercised within the Group	
	None	
	Main functions exercised outside the Group	
	Chief Executive Officer of Sofetec	
	Mandates exercised within the Group	
	None	
	Mandates exercised outside the Group	
	France	Chief Executive Officer and Director Sofetec Director LT Participations
	Mandates exercised during the last five years within the Group	
	None	
	Mandates exercised during the last five years outside the Group	
	None	

*Listed company

Yann Duchesne, Independent director, Chairman of the Audit Committee		
First appointed: General Meeting of 18 December 2002 Date of expiration of current term of office: General Meeting called to approve the financial statements for the year ended 31 December 2014 Number of shares owned: 40 Age : 58 Professional address: Doughty Hanson, 45 Pall Mall London, SW1 Y5JG	Main functions exercised within the Group	
	None	
	Main functions exercised outside the Group	
	Chief Executive Officer of Doughty Hanson	
	Mandates exercised within the Group	
	France	Director Ipsos SA*
	Mandates exercised outside the Group	
	France	Chairman of the Supervisory Board Member of Supervisory Board Saft* Laurent-Perrier*
	Mandates exercised during the last five years within the Group	
	None	
	Mandates exercised during the last five years outside the Group	
	Germany	Director Moeller
	Netherlands	Director Impress
	Ireland	Director TV3
	United States	Director Tumi
	France	Chairman of the Board KP1
	Belgium	Director Balta

*Listed company

Marina Eloy-Jacquillat		
First appointed: General Meeting of 29 April 2009 Date of expiration of current term of office: General Meeting called to approve the financial statements for the year ended 31 December 2014 Number of shares owned: 1,320 Age: 68 Professional address: None	Main functions exercised within the Group	
	None	
	Main functions exercised outside the Group	
	Co-founder of <i>Women Corporate Directors</i> in France – non-profit organization	
	Mandates exercised within the Group	
	France	Director Ipsos SA*
	Mandates exercised outside the Group	
	None	
	Mandates exercised during the last five years within the Group	
	None	
	Mandates exercised during the last five years outside the Group	
	None	

*Listed company

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

*Listed company

Hubert Védrine		
First appointed: General Meeting of 29 April 2009 Date of expiration of current term of office: General Meeting called to approve the financial statements for the year ended 31 December 2014 Number of shares owned: 4 Age: 67 Professional address: 21 rue Jean Goujon 75008 Paris	Main functions exercised within the Group	
	None	
	Main functions exercised outside the Group	
	Managing Director of Hubert Védrine Conseil and President of the Institut François Mitterrand	
	Mandates exercised within the Group	
	France	Director Ipsos SA*
	Mandates exercised outside the Group	
	France	Director LVMH*
	Mandates exercised during the last five years within the Group	
	None	
	Mandates exercised during the last five years outside the Group	
	None	

*Listed company

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

*Listed company

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

*Listed company

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

*Listed company

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

*Listed company

Directors appointed in 2014

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

*Listed company

Persons whose terms of office ended in 2014

Jean-Marc Lech		
First appointed: General Meeting of 23 February 1988 Date of expiration of current term of office: General Meeting called to approve the financial statements for the year ended 31 December 2013 Number of shares owned: 100 Age: 68 Professional address: 27 rue Saint- Guillaume 75007 Paris	Main functions exercised within the Group	
	Vice-President and Deputy Chief Executive Officer	
	Main functions exercised outside the Group	
	None	
	Mandates exercised within the Group	
	France	Deputy Chief Executive Officer President Permanent representative of Ipsos SA, President Permanent representative of Ipsos (France) Chairman Director
		Ipsos SA* Ipsos (France) SA Ipsos DOM SAS Popcorn Media SAS 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		
First appointed: General Meeting of 6 March 2002 Date of expiration of current term of office: General Meeting called to approve the financial statements for the year ended 31 December 2013 Number of shares owned: 100 Age: 68 Professional address: 27 rue Saint- Guillaume 75007 Paris	Main functions exercised within the Group	
	None	
	Main functions exercised outside the Group	
	Director of the Institut d'Etudes politiques of Paris-Sciences Po	
	Mandates exercised within the Group	
	France	Director
		Ipsos SA*
	Mandates exercised outside the Group	
	France	Director Manager
		Philip Plisson Pixel Art SAS; Time Investors SC Elros
	Mandates exercised during the last five years within the Group	
	None	
	Mandates exercised during the last five years outside the Group	
	None	

*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.