

# INFORMATION ON THE BOARD DIRECTORS

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### Anne-Marie Idrac

#### Expertise and professional experience

Anne-Marie Idrac graduated from the Paris Institute of Political Studies (Institut d'Études Politiques), the National School of Administration (*École Nationale d'Administration*) and the Institute of Higher Learning in National Defense (*Institut des Hautes Etudes de Défense Nationale*). She has spent most of her career working in the fields of the environment, housing, urban development and transport. She was chief executive office at the Public Development Agency of Cergy-Pontoise, director of land transportation at the Ministry of Equipment and Transport and subsequently Secretary of State for Transport. She occupied the positions of Chair and CEO of the RATP (Paris Public Transport Authority) from 2002 to 2006, and Chair and CEO of the SNCF (French State Railways) from 2006 to 2008. She was a Member of Parliament from 1997 to 2002, and Secretary of State for Foreign Trade from 2008 to 2010. Anne-Marie Idrac is currently board director of companies.

#### Independent director

Born July 27, 1951

#### First appointed as a Board director:

November 2, 2017

#### Expiration date of current term of office:

2021 Shareholders' Meeting

#### Number of shares held in the Company's stock:

1,000 shares

#### Other directorships and offices

##### French companies

- President of *Aéroport de Toulouse-Blagnac* Supervisory Board (this function will expire in May 2018);
- Board director of Bouygues<sup>(1)</sup>;
- Board director of Saint-Gobain<sup>(1)</sup>;
- Board director of Total<sup>(1)</sup>.

#### Directorships and offices held in the last five years and having expired

##### French company

- Member of the Supervisory Board of Vallourec<sup>(1)</sup> until 2015.

##### Non-French Company

- Board member of Mediobanca<sup>(1)</sup>, Italia, until 2014.

(1) Listed companies.

# INFORMATION ON THE BOARD DIRECTORS

## Re-appointment



**Independent director**  
**Member of the Remuneration Committee**  
Born June 16, 1957

**First appointed as a Board director:**  
March 27, 2018

**Expiration date of current term of office:**  
2018 Shareholders' Meeting

**Number of shares held in the Company's stock:**  
300 shares

### Isabelle Parize

#### Expertise and professional experience

Isabelle Parize is a graduate of the *École Supérieure de Commerce de Paris*. Having occupied various positions within Procter & Gamble between 1980 and 1993 including notably that of Marketing Manager, Health and Beauty Care, Ms. Parize joined Henkel Group in 1994. She was Managing Director of Schwarzkopf, Henkel France, from 1994 to 1998, then Senior Vice-President in charge of Europe, the Middle East and Africa and of strategic marketing (based in Germany) from 1998 to 2001. She subsequently became Managing Director of Canal+ Distribution and Chief Executive Officer of CanalSatellite in 2001. She then became President of the Fragrance division at Quest International (2005-07) and Managing Director then Vice-Chair of the company Betclac (2007-11) before joining Nocibé as President of the Managing Board (2011-16). She was Chairman and Chief Executive Officer of Douglas Holding SA until October 2017. Since October 2017, Isabelle Parize counsels companies, start-ups and private equity funds.

#### Other directorships and offices

##### French company

- Member of the Board of Directors of Auchan since February 2018.

##### Non-French company

- Associate of ODYS SPRL, Belgium.

#### Directorships and offices held in the last five years and having expired

##### French companies

- Nocibé/Douglas Group until January 2016:
  - Chair and Chair of the Managing Board of Al Perfume France,
  - CEO and Chair of the Managing Board of Parfumerie Douglas France,
  - Chair and CEO of Douglas Expansion,
  - Chair of Douglas Passion Beauté Achats DPB-Achats;
- Director of Sofipost SA until April 2014.

##### Non-French companies

- Nocibé/Douglas Group until October 2017:
  - Chairman and Chief Executive Officer of Douglas Holding SA until October 2017,
  - Member of the Supervisory Board of Douglas Holding AG, Germany,
  - Member of the Managing Board of Douglas GmbH, Parfumerie Douglas GmbH, Douglas Cosmetics GmbH, Kirk Beauty One GmbH, Kirk Beauty Two GmbH, Germany, Parfumerie Douglas Nederland BV, Douglas Investment BV, Netherlands, Parfumerie Douglas Ges mbH, Austria, Douglas Polska Sp.z.o.o, Poland, Douglas Spain SA and Parfumerie Iberia Holding SL, Spain, Parfumerie Douglas Portugal LDA, Portugal;
- Member of the Supervisory Board of Beiersdorf AG<sup>(1)</sup>, Germany until February 2016;
- Nocibé/Douglas Group until January 2016:
  - Chief Executive Officer of Parfumeria Douglas Portugal SA, Portugal,
  - CEO of Parfumerie Douglas GmbH and Douglas Cosmetics GmbH, Germany,
  - CEO of Douglas Monaco, Monaco.

##### Other

- Director of the Invest in France Agency (*Agence Française pour les investisseurs internationaux*) until April 2014.

(1) Listed company.

# INFORMATION ON THE BOARD DIRECTORS

## Appointment



**Board director representing the Ground Staff and Cabin Crew employee shareholders**  
Born November 9, 1957

**First appointed as a Board director:**  
December 6, 2016

**Expiration date of current term of office:**  
2018 Shareholders' Meeting

**Number of shares held in the company's stock:**  
684 shares

### François Robardet

#### Expertise and professional experience

François Robardet is a graduate of the *École Nationale Supérieure des Arts et Métiers*. Mr. Robardet began his career in 1983 as a consulting engineer on management information systems within Compagnie Générale d'Informatique. In 1993, he joined Air Inter as an IT project manager before moving to Air France in 1997.

#### Directorships and offices

- Titular member (elected) of the Supervisory Board of the Aeropelican employee shareholder FCPE;
- Titular member (elected) of the Supervisory Board of the Horizon Epargne Actions diversified savings fund;
- Manager of SCI Arcole 3.

#### Other directorships and offices held in the last five years and having expired

N/A



**Board director representing the Flight Deck Crew employee shareholders**  
Born February 9, 1971

**Number of shares held in the Company's stock:**  
816 shares

### Paul Farges

#### Expertise and professional experience

Paul Farges holds a degree in Air Traffic Control engineering from the *École Nationale d'Aviation Civile* and a diploma as an airline pilot (ATPL).

He began his career in 1994 as Head of the *Aviation Sans Frontière* (ASF) mission in Angola before becoming an air traffic controller at the *Centre en Route de la Navigation Aérienne Nord* from March 1995 to June 1998. In 1999, he joined Air France where he was as a Pilot Officer on the B-737 until 2001, then on the B-747 from 2001 to 2007. He then became a Flight Captain on the A320 from 2007 to 2017. Since May 2017, he has been an airline pilot instructor.

#### Other directorships and offices

N/A

#### Directorships and offices held in the last five years and having expired

- Within the SNPL pilots' union:
  - Vice-President of the Air France section, and Head of International Affairs until October 2017,
  - Elected to the *Comité d'Etablissement*, until March 2015.