

UP-TO-DATE INFORMATION ON THE BOARD DIRECTORS

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Jean-Marc Janaillac

Expertise and professional experience

Jean-Marc Janaillac is a graduate of the *École des Hautes Études Commerciales de Paris* (HEC) and of the *École Nationale d'Administration* (ENA). He was previously Chairman and Chief Executive Officer of Transdev (2012-2016), an international group specialized in terrestrial transportation, Chairman of the Public and Rail Transport Union (*Union des Transports Publics et Ferroviaires* – 2010-2015), President of the Executive Board of RATP Dev (2010-2012) and Managing Director, Group Development, for RATP (2004-2010). He was also Chairman of the Paris Convention and Visitors Bureau (2002-2004) after being Chairman and CEO of the Maeva tourism group (2000-2002), of the airline AOM (1997-2000), of “Maison de France” economic interest group (1987-1997) and of the French Government Tourism Office in North America (1984-1987). Mr. Janaillac also served as a Board director of Air France from 1989 to 1994. He was head of staff for the Secretary of State for Tourism (1983-1984) and head of staff for the Prefects of Finistère then Val-d'Oise (1980-1983).

Chairman and Chief Executive Officer

Born April 26, 1953

First appointed as a Board director:
July 4, 2016

Expiration date of current term of office:
2019 Shareholders' Meeting

Number of shares held in the Company's stock:
1,000 shares

Other directorships and offices

- Chairman of the Air France Board of Directors;
- Manager of the Société Civile Immobilière des Deux Frères;
- Manager of SCI Gabriola.

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

French companies

- Chairman and Chief Executive Officer of Transdev from 2012 to 2016;
- Chairman of Thello until 2016;
- President of the Executive Board of RATP Dev from 2010 to 2012.

UP-TO-DATE INFORMATION ON THE BOARD DIRECTORS

Re-appointment



Maryse Aulagnon

Expertise and professional experience

Born April 19, 1949, Maryse Aulagnon, Honorary Master of Petitions at the *Conseil d'État*, is a graduate of the *Institut des Sciences Politiques de Paris* and of the *École Nationale d'Administration* and holds a post-graduate degree (DESS) in Economic Sciences.

Having occupied various positions at the French Embassy in the United States and in a number of Ministerial cabinets (Budget, Industry), Ms. Aulagnon joined the CGE Group (now Alcatel) in 1984 as Director of International Business. She subsequently joined Euris as Chief Executive Officer on its creation in 1987.

Ms Aulagnon is Chair of Affine Group SA⁽¹⁾ (office real estate), a company she founded in 1990.

Other directorships and offices

French companies

- Affine Group: Chair and CEO of Mab-Finances SAS, Chair of Promaffine SAS, Chief Executive Officer of ATIT (SC) and of Transaffine SAS, representative of Affine, Mab Finances and Promaffine within the employee representative bodies of the various Affine Group entities;
- Director of Veolia Environnement⁽¹⁾;
- Member of the BPCE group's (Banques Populaires Caisses d'Épargne) Supervisory Board.

Non-French companies

- Affine Group: Chair of Banimmo⁽¹⁾⁽²⁾, Belgium and Director of Holdaffine BV, Netherlands.

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

French companies

- Affine Group: Member of the Executive Committee of Concerto Development SAS until December 19, 2014, Director of Affiparis SA until December 7, 2012.

Other

- Director of European Asset Value Fund, Luxembourg, until 2011.

Independent director

Chair of the Audit Committee

Born April 19, 1949

Expiration date of current term of office:
2017 Shareholders' Meeting

Number of shares held in the Company's stock:
1,500 shares

Professional address:
Affine, 39 rue Washington,
75008 Paris



Isabelle Bouillot

Expertise and professional experience

Born May 5, 1949, Isabelle Bouillot holds an advanced degree in Public Law and is a graduate of the *Institut des Études Politiques de Paris* and the *École Nationale d'Administration*.

Having occupied various positions in the French Public Administration, among them Economic Advisor to the President of the Republic between 1989 and 1991 and Budget Director at the Ministry of Economy and Finance between 1991 and 1995, Ms. Bouillot was Deputy Chief Executive Officer in charge of the financial and banking activities at the *Caisse des Dépôts et Consignations* between 1995 and 2000, then Chair of the Management Board of the Investment Bank of the CDC IXIS Group from 2000 to 2003. Since 2006, Ms. Bouillot has been President of China Equity Links (SAS).

Other directorships and offices

French companies

- Managing partner of IB Finance;
- Member of the Gimar & Cie Supervisory Board.

Non-French companies

- President of CELPartners Ltd, Hong Kong;
- Director of Yafei Dendistry Limited⁽³⁾;
- Director of Crystal Orange Hotel Holdings Limited⁽³⁾.

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

French company

- Director of Saint Gobain⁽¹⁾ until June 2016.

Non-French companies

- Director of JD Holding Inc⁽³⁾ until December 2016;
- Director of Umicore, Belgium, until May 2015;
- Director of Dexia⁽¹⁾, Belgium, until May 2012.

Independent director

Member of the Remuneration Committee

Born May 5, 1949

Expiration date of current term of office:
2017 Shareholders' Meeting

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

Professional address:
China Equity Links,
9 avenue de l'Opéra,
75001 Paris

(1) Listed company.

(2) Banimmo is jointly controlled by Affime (49.5%) and by Banimmo's historic shareholder.

(3) Unlisted company registered outside France in which China Equity Links has an equity interest.

UP-TO-DATE INFORMATION ON THE BOARD DIRECTORS

Appointment



Independent director

Born December 23, 1963

Leni M.T. Boeren

Expertise and professional experience

Leni M.T. Boeren holds a Masters degree in Business Management from Erasmus University in Rotterdam (the Netherlands).

Ms. Boeren began her career in the financial sector at Paribas in 1983 before joining Rabobank, where she held various positions through to 1992. She then moved to Robeco as head of the marketing and product management department from 1992 to 1997. She subsequently became a member of the Board of Directors of Amsterdam Exchanges NV followed, in 2000 to 2005, by her appointment as a member of the Executive Committee of Euronext NV, the result of the 2000 merger of the Paris (ParisBourse), Brussels (Brussels Exchanges) and Amsterdam (Amsterdam Exchanges) stock exchanges.

From 2005 to December 2016, Leni Boeren was a member of the Management Board of Robeco Groep NV, an international asset management firm. As of 2014, she was appointed Vice-Chair of the Group Management Board of Robeco Groep NV. From May 2016 to October 2016, Leni Boeren was appointed Chair of the Group Management Board of Robeco Groep NV to lead the transition to the new corporate structure and governance of the group and its subsidiaries. This transition was completed in October 2016.

She was also responsible for Robeco's subsidiaries and held several Board positions with, amongst others, Robeco Direct NV in the Netherlands (2005-2014), Boston Partners Global Investors Inc. in the US (2007-2016), RobecoSAM AG in Switzerland (2010-2016) and Harbor Capital Advisors Inc. in the US (2016). She also was Chair and CEO of Robeco Institutional Asset Management (2014-2016) and a member and Chair of the Board of DUFAS, the Dutch Fund & Asset management Association (2009-2016).

Directorships and offices

- Member of the Advisory Board of Nederlands Investment Management Forum (NIIMF), the Netherlands, since 2016;
- Chair of the Supervisory Board of Transtrend BV, the Netherlands, since 2015;
- Member of the Supervisory Board of Tata Steel Nederland BV, the Netherlands, since 2014;
- Member of the Board of Amsterdam Sinfonietta, the Netherlands, since 2011.

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

Non-French companies

- Member of the Board of Directors of Sustainable Asset Management USA Inc. (2010-2016);
- Vice-Chair of the Supervisory Board and Chair of the Audit Committee of Tergooiziekenhuizen, Blaricum-Hilversum, a hospital in the Netherlands (2007-2014);
- Member of the Supervisory Board and Remuneration Committee of NV Nuon Energy (2009-2014);
- Member of the Board of Directors of Julius Baer Multiflex, SIF-SICAV, Julius Baer Multipartner (2010-2013);
- Board member of Kunsthal, a cultural institution in the Netherlands (2006-2013);
- Member of the Committee Monitoring Talent to the Top in the Netherlands, which focuses on diversity & inclusion within organizations (2013).