

Country Report - Directors

CEO Biographies - (Where more than one CEO is named the position was held by both during the latest year) :

| Company: | Sector: | Name: | Surname: | Gender: | Director Nationality: | Age at Latest Year End: |
|--------------|--------------------|--------|------------|---------|-----------------------|-------------------------|
| Accor | Hospitality | Denis | Hennequin | Male | France | 54 |
| BHP Billiton | Mining | Andrew | Mackenzie | Male | British | 66 |
| BHP Billiton | Mining | Andrew | Mackenzie | Male | British | 66 |
| BHP Billiton | Mining | Andrew | Mackenzie | Male | British | 66 |
| GDF Suez | Electricity | Gerard | Mestrallet | Male | France | 64 |
| Lafarge | Industrial | Bruno | Lafont | Male | France | 56 |
| Sodexo | Financial Services | Michel | Landel | Male | France | 61 |

CEO Remuneration - USD:

| Financial Year: | No. of CEOs: | Total Salaries: | Total Annual Remuneration: | Avg. of Salaries: | Avg. of Remuneration: |
|-----------------|--------------|-----------------|----------------------------|-------------------|-----------------------|
| 2008 | 1 | 1,478,336 | 3,727,377 | 1,478,336 | 3,727,377 |
| 2009 | 1 | 2,102,321 | 4,805,012 | 2,102,321 | 4,805,012 |
| 2010 | 2 | 2,311,846 | 5,705,166 | 1,155,923 | 2,852,583 |
| 2011 | 3 | 4,517,321 | 29,796,615 | 1,505,774 | 9,932,205 |
| 2012 | 5 | 7,552,937 | 15,056,931 | 1,510,587 | 3,011,386 |
| 2013 | 4 | 5,224,179 | 10,821,033 | 1,306,045 | 2,705,258 |
| 2014 | 1 | 1,700,000 | 3,785,000 | 1,700,000 | 3,785,000 |
| 2015 | 1 | 1,700,000 | 3,426,000 | 1,700,000 | 3,426,000 |
| 2016 | 1 | 1,700,000 | 3,115,000 | 1,700,000 | 3,115,000 |
| 2017 | 1 | 1,700,000 | 4,137,000 | 1,700,000 | 4,137,000 |
| 2018 | 1 | 1,700,000 | 4,212,000 | 1,700,000 | 4,212,000 |
| 2019 | 1 | 1,700,000 | 3,868,000 | 1,700,000 | 3,868,000 |

Executive Director Remuneration - USD:

| Financial Year: | No. of EDs: | Total Salaries: | Total Annual Remuneration: | Avg. of Salaries: | Avg. of Remuneration: |
|-----------------|-------------|-----------------|----------------------------|-------------------|-----------------------|
| 2008 | 1 | 1,478,336 | 3,727,377 | 1,478,336 | 3,727,377 |
| 2009 | 1 | 2,102,321 | 4,805,012 | 2,102,321 | 4,805,012 |
| 2010 | 2 | 2,311,846 | 5,705,166 | 1,155,923 | 2,852,583 |
| 2011 | 4 | 5,375,178 | 31,763,854 | 1,343,794 | 7,940,964 |
| 2012 | 7 | 9,635,550 | 18,705,616 | 1,376,507 | 2,672,231 |
| 2013 | 5 | 6,552,200 | 12,746,446 | 1,310,440 | 2,549,289 |
| 2014 | 1 | 1,700,000 | 3,785,000 | 1,700,000 | 3,785,000 |
| 2015 | 2 | 2,700,000 | 6,755,000 | 1,350,000 | 3,377,500 |
| 2016 | 2 | 2,700,000 | 5,133,000 | 1,350,000 | 2,566,500 |
| 2017 | 2 | 2,700,000 | 6,681,000 | 1,350,000 | 3,340,500 |
| 2018 | 2 | 2,700,000 | 6,747,000 | 1,350,000 | 3,373,500 |
| 2019 | 2 | 2,700,000 | 6,240,000 | 1,350,000 | 3,120,000 |

Non-Executive Director Remuneration - USD:

| Financial Year: | No. of NEDs: | Total Salaries: | Average Fees: |
|-----------------|--------------|-----------------|---------------|
| 2008 | 9 | 2,335,236 | 259,471 |
| 2009 | 11 | 3,791,103 | 344,646 |
| 2010 | 13 | 5,891,434 | 453,187 |
| 2011 | 37 | 5,043,939 | 136,323 |
| 2012 | 64 | 7,384,957 | 115,390 |
| 2013 | 32 | 6,200,642 | 193,770 |
| 2014 | 13 | 4,695,000 | 361,154 |
| 2015 | 11 | 3,132,000 | 284,727 |
| 2016 | 12 | 3,608,000 | 300,667 |
| 2017 | 12 | 2,676,000 | 223,000 |
| 2018 | 11 | 2,923,000 | 265,727 |
| 2019 | 11 | 2,518,000 | 228,909 |