



*Lagardère*

**THE GROUP  
SUPERVISORY  
BOARD:  
COMPOSITION  
AND  
APPOINTMENT**

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**ANNUAL GENERAL  
MEETING  
6 MAY 2014**

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## **SUPERVISORY BOARD COMPOSITION\***

- **A renewed (six new members since 2011) and involved (82.3% attendance rate in 2013) Board with complementary profiles and areas of expertise.**
  
- **A Board compliant with corporate governance standards (as set forth in the Afep-Medef Code), and which is ahead of targets set the by legislation:**
  - 14 out of 15 members are independent (93% vs. 80% in 2011);
  - 6 out of 15 members are women (40% vs. 20% in 2011).
  
- **A more transparent member selection process run by the Appointments and Remuneration Committee.**

# DIVERSIFIED AND COMPLEMENTARY EXPERTISE

## EXPERIENCE AS A SENIOR EXECUTIVE WITHIN AN INTERNATIONAL COMPANY

### **Nathalie Andrieux**

Deputy Chief Executive Officer – Digital, La Poste group

### **Yves Guillemot**

President and Co-Founder, Ubisoft

### **Pierre Lescure**

Former Chairman and Chief Executive Officer, Canal+ SA.  
Former Chief Executive Officer, Vivendi Universal

### **Xavier de Sarrau, Président**

Lawyer specialising in issues concerning the governance and organisational structure of family-owned companies and private holdings

## BUSINESS<sup>1</sup> AND OTHER EXPERTISE<sup>2</sup>

### **Javier Monzón**

Chairman,  
Indra Sistemas

### **François Roussely**

Deputy Chairman,  
Crédit Suisse Europe

## FINANCIAL EXPERIENCE

### **Georges Chodron de Courcel**

Chief Operating Officer, BNP Paribas

### **François David**

Former Chairman of the Board of Directors, Coface

### **Patrick Valroff**

Former Chief Executive Officer, Crédit Agricole CIB

### **Hélène Molinari**

Vice President, Be-Bound  
Former Chief Operating Officer, MEDEF

### **Aline Sylla-Walbaum**

Chief Executive Officer, Christie's France

### **Susan M. Tolson**

Former Senior Vice-President,  
Capital Group

### **Martine Chêne**

Former CDFT union representative on the Group Employees' Committee

### **Jean-Claude Magendie**

Former First President, Paris Court of Appeal

### **Soumia Belaidi Malinbaum**

Development Director, Keyrus group

<sup>1</sup>Medias / Distribution / Innovation / New technologies.

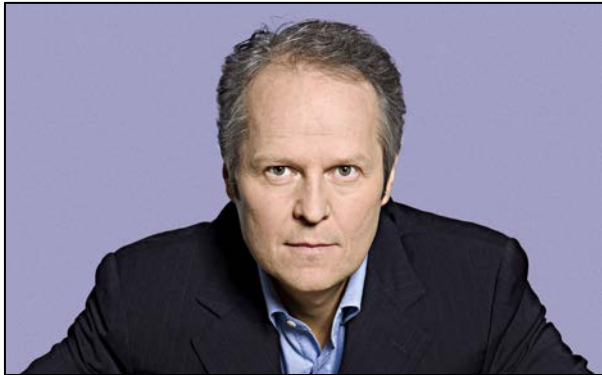
<sup>2</sup>Legal / Governance / Labour Relations / Marketing / Diversity.

Note: Post Annual General Meeting if all resolutions are adopted.

## **RENEWAL OF MEMBERS AND DIFFERENTIATED TERMS OF OFFICE**

- **Until now, the mandates of around half of the Board members were renewed every two years.**
  
- **However, the Board believed that the renewals should be scheduled at more regular intervals.**  
**As of 2016, the target is to renew approximately 1/3 of directorships each year.**
  
- **To achieve this, the directorships of members to be renewed will be differentiated (two, three or four years), depending on the Board members' length of service:**
  - Pierre Lescure: renewal for two years, until 2016
  - Martine Chêne, François David and Javier Monzón: renewal for three years, until 2017
  - Xavier de Sarrau, Jean-Claude Magendie and Patrick Valroff: renewal for four years, until 2018

## PROPOSAL TO APPOINT FOR FOUR YEARS



### Yves Guillemot

- **Co-founder and Chief Executive Officer of Ubisoft Group**
- **Graduate of the *Institut des petites et moyennes entreprises***
- **53 years of age**

- Expertise in Group businesses: in-depth knowledge of the Internet, digitisation and social networks.
- Entrepreneurial experience: creation, development and internationalisation of a group.
- Independent member.

### Career

- In 1986, he co-founded Ubisoft, which has become the French leader in video games, the 2<sup>nd</sup> largest European player and 3<sup>rd</sup> largest world player.
- More than 25 years of expertise in creating, publishing and distributing video games (console, PC, mobile).





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