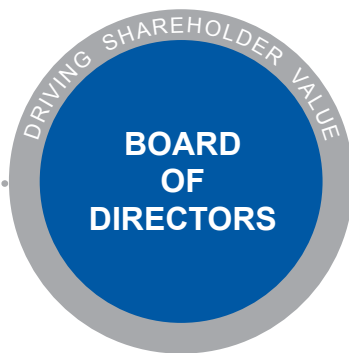




Harold Brown ^{2,3,5}

Counselor, Center
for Strategic and
International Studies
Director since 2008

Mathis Cabiallavetta ^{1,3,4,5}

Vice Chairman,
Swiss Re Ltd.
Director since 2008

Louis C. Camilleri

Chairman of the Board and
Chief Executive Officer,
Philip Morris
International Inc.
Director since 2008

J. Dudley Fishburn ^{1,2,3,4,5}

Chairman, Bluecube
Technology Solutions Ltd.
Director since 2008

Jennifer Li ^{1,3,4}

Chief Financial Officer,
Baidu Inc.
Director since 2010

Graham Mackay ^{2,3,5}

Chief Executive,
SABMiller plc
Director since 2008

Sergio Marchionne ^{1,2,3,4}

Chief Executive Officer,
Fiat S.p.A.
Chairman,
Fiat Industrial S.p.A.
Chairman and Chief
Executive Officer,
Chrysler Group LLC
Director since 2008

Kalpana Morparia ^{3,4,5}

Chief Executive Officer,
J.P. Morgan India Private Ltd.
Director since 2011

Lucio A. Noto ^{1,3,4}

Managing Partner,
Midstream Partners, LLC
Director since 2008

Robert B. Polet ^{3,4,5}

Chairman,
Safilo Group S.p.A.
Director since 2011

Carlos Slim Helú ^{3,5}

Chairman, Impulsora del
Desarrollo y el Empleo
en América Latina,
S.A.B. de C.V.
Chairman,
Carso Infraestructura y
Construcción, S.A.B. de C.V.
Director since 2008

Stephen M. Wolf ^{1,2,3,4,5}

Chairman,
R.R. Donnelley & Sons
Company
Managing Partner,
Alpilles, LLC
Chairman of the Advisory
Board, Trilantic
Capital Partners
Director since 2008

Committees

Presiding Director, *Lucio A. Noto*

¹ Member of Audit Committee,
Lucio A. Noto, Chair

² Member of Compensation and
Leadership Development Committee,
Stephen M. Wolf, Chair

³ Member of Finance Committee,
Mathis Cabiallavetta, Chair

⁴ Member of Nominating and
Corporate Governance Committee,
J. Dudley Fishburn, Chair

⁵ Member of Product Innovation and
Regulatory Affairs Committee,
Harold Brown, Chair



Louis C. Camilleri

Chairman of the Board and
Chief Executive Officer

Bertrand Bonvin

Senior Vice President,
Research & Development

Patrick Brunel

Senior Vice President and
Chief Information Officer

André Calantzopoulos

Chief Operating Officer

Kevin Click

Senior Vice President,
Human Resources

Frederic de Wilde

Senior Vice President,
Marketing & Sales

Marc S. Firestone*

Senior Vice President
and General Counsel

Even Hurwitz

Senior Vice President,
Corporate Affairs

Martin King

Senior Vice President,
Operations

Marco Kuepfer

Vice President,
Finance and Treasurer

James R. Mortensen

President, Latin America
& Canada Region

Jacek Olczak

President,
European Union Region

Matteo Pellegrini

President,
Asia Region

Joachim Psotta

Vice President and
Controller

Hermann Waldemer

Chief Financial Officer

Jerry Whitson

Deputy General Counsel
and Corporate Secretary

Mirosław Zielinski

President, Eastern Europe,
Middle East & Africa Region
and PMI Duty Free

*Effective April 16, 2012