



ANNEX 4 TO THE BY-LAWS OF THE BOARD

BOARD ROTATION SCHEDULE

Name	Date of first appointment	End of current term	Final Retirement Max. 8 (12) years
Nassef Sawiris	16 January 2013	2019	n.a.
Hassan Badrawi	AGM 2018	2019	n.a.
Michael Bennett	25 January 2013	2019	2020(24)
Jan Ter Wisch	25 January 2013	2019	2020(24)
Sipko Schat	9 December 2013	2019	2021(25)
Jérôme Guiraud	26 June 2014	2019	2022(26)
Robert Jan van de Kraats	26 June 2014	2019	2022(26)
Greg Heckman	10 June 2015	2019	2023(27)
Anja Montijn	28 June 2016	2019	2024(28)