

Mr Tonye Cole Executive Director Sahara Group 1880790 Finchley Road London NW11 7TJ

29 April 2015

Dear Mr Cole,

It is with great pleasure that we welcome Sahara Group as a new member of the World Economic Forum's Partnering Against Corruption Initiative (PACI). Your decision to join PACI comes at an important inflection point in our work to design corruption out of the business environment, and we know that your leadership will make a difference.

PACI membership represents the highest level of commitment to the anti-corruption agenda in the Forum. PACI members include a broad range of companies and industries that engage at the CEO level as signatories, as well as senior risk and compliance officers who collaborate on collective action initiatives and share best practices in organizational compliance.

Additional benefits from membership include the opportunity to participate in our numerous initiatives, the most relevant being the PACI Vanguard, our CEO-led community that meets annually at Davos during the World Economic Forum Annual Meeting. Chaired by David Seaton, Chief Executive Officer, Fluor Corporation, the Vanguard comprises 25 leading CEOs and chairpersons who are shaping the strategic agenda of PACI and serve as global champions. Its function is similar to an Industry Governors community.

As a signatory to PACI, you will be invited to join the next meeting of the PACI Vanguard at the World Economic Forum Annual Meeting 2016 in Davos.

In a separate letter addressed to your PACI delegate and point of contact, Uade Ahimie, we will provide additional membership details and corresponding benefits. Your delegate will also receive regular updates on PACI initiatives and support mechanisms, including upcoming events.

Thank you once again for your support of PACI. We look forward to a successful and rewarding collaboration.

Yours sincerely,

Gretoffen Jonker Heap of PACI