

**Annex 3 to Notice to convene annual general meeting  
on 29 November 2011****Candidates for the board of directors**

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**Ole Andersen**

Proposed for re-election as Chairman of the board  
Chairman since 2010  
Member of the board since 2010  
Chairman of the Remuneration and the Nomination Committees  
Member of the Audit Committee  
Independent board member

**Present managerial positions**

Mr. Andersen is a professional board member and Chairman of the board of directors of ISS A/S and 1 group company and Bang & Olufsen A/S. Vice chairman of the board of Danske Bank A/S, and CEO of OGA Holding ApS and 2 group companies.

**Board competences**

Professional experience in managing large financial and international companies. Extensive Board experience, including from listed companies. Financial and accounting expertise.

**Education**

Mr. Andersen holds a M.Sc. in Business Economics and Auditing.

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**Frédéric Stévenin**

Proposed for re-election as member of the board  
Vice chairman since 2010  
Member of the board since 2005 (Chairman until March 2010)  
Member of the Remuneration and the Nomination Committees

**Present managerial positions**

Mr. Stévenin has been a Partner at PAI partners since 2001 and a Member of PAI partners' Executive Committee since 2009, in charge of the Consumer Goods Sector.

Mr. Stévenin has since 2001 served on the board of PAI partners UK. He has also served on the board of directors of: Kaufman & Broad and 1 group company since 2007; Cerberus Nightingale 1 and 1 group company and United Biscuits Topco Ltd. since 2006. Since 2010 Chairman of the Supervisory Board of Financière Daunou 12.

**Competencies**

Professional experience in investing in large international companies. Financial and accounting expertise. Extensive Board experience, including from listed companies.

**Education**

Mr. Stévenin studied at the École Supérieure de Commerce de Paris.

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**Henrik Poulsen**

Proposed for re-election as member of the board  
Member of the board since 2010  
Chairman of the Audit Committee  
Independent board member

**Present managerial positions**

Mr. Poulsen has served as the Chief Executive Officer of TDC A/S since November 2008; Chairman of the board of directors of Fullrate Holding ApS, Tele & Teknik Holding ApS, You-See A/S since November 2008, and as member of the board of directors of the Denmark-America Foundation, Falck A/S and 2 group companies and the Advisory Council of Danske Bank A/S since November 2009.

**Competencies**

Executive experience from Fast Moving Consumer Goods, private equity, and telco industries with an emphasis on corporate restructuring, innovation, process improvement and sales & marketing.

**Education**

Mr. Poulsen holds a M.Sc. in Finance and Accounting from Aarhus School of Business.

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**Gaëlle d'Engremont**

Proposed for re-election as member of the board  
Member of the board since 2009  
Member of the Audit Committee

**Present managerial positions**

Ms. d'Engremont has worked for PAI partners since 2004 and as a Principal since 2010. In 2009 appointed a director of Financière Star 1, and United Biscuits Topco Ltd. and Perstorp AB.

**Competencies**

Professional experience in investing in mid to large size international companies. Financial and accounting expertise.

**Education**

Ms. d'Engremont graduated from ESSEC business school in France.

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**Mark Wilson**

Proposed for re-election as member of the board

Member of the board since 2010

Independent board member

**Present managerial positions**

Mr. Wilson is member of Fonterra's Executive Committee and Managing Director of Fonterra Brands: Asia, Africa and Middle East operations in Fonterra Co-operative Group Limited - a position he has held since 2008. In addition Mr. Wilson holds board positions in 8 group companies within Fonterra Co-operative Group Limited.

**Competencies**

International CEO/MD with over 35 years in Fast Moving Consumer Goods and Service/B2B Industries within Asian, South American, U.K., Irish and International markets.

**Education**

Mr. Wilson holds a B.Sc. in Food & Management Science from London University, a Diploma in Marketing and is Fellow of Chartered Institute of Marketing, UK. Mr. Wilson has more than five years of experience within the food and nutrition industries.

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**Didier Debrosse**

New candidate proposed for election as member of the board

Independent

**Present managerial positions**

Mr. Debrosse has been President, Western Europe Region, for Heineken International since 2005 and holds board positions in 6 group companies.

**Competences**

Extensive experience in sales and marketing in Fast Moving Consumer Goods (Food and Beverage) and General Management of international companies.

**Education**

Mr. Debrosse has participated in the Advanced Management Program at INSEAD in 1994.