

PARIS, NOVEMBER 17, 2016

WITH THE SET-UP OF THE MANAGEMENT BOARD OF CPK, THE HOLDING COMPANY OF CARAMBAR&CO, EURAZEO INITIATES THE CREATION OF ITS FUTURE CHOCOLATE AND CONFECTIONERY GROUP

In March 2016, Eurazeo entered into exclusive discussions with Mondelēz International group to purchase 14 iconic European chocolate and confectionery brands in order to build and develop a new group. The scope mainly includes the Poulain, Carambar, Krema, La Pie Qui Chante and Terry's brands, as well as the Pastilles Vichy, Rochers Suchard and Malabar licenses. As part of this transaction, Eurazeo should also acquire five manufacturing plants in France (Blois, Marcq-en-Baroeul, Saint-Genest, Strasbourg and Vichy). The project was approved by the relevant antitrust authorities.

Subject to the transaction's finalization, still scheduled for the spring of 2017, Eurazeo and its co-investors have decided to entrust the future company's general management to Mr. **Jean-Marc Saubade**. CPK, which would be the holding company of **CARAMBAR&CO** that will carry all the commercial brands, will be based in the *département* of Hauts-de-Seine.

Alongside Mr. Saubade, six confirmed professionals, mostly agro-food sector specialists, will form a new corporate team that will welcome the iconic brands:

Olivier Colin, Sales Director France
Stefaan Dumez, Supply Chain and Purchasing Director
Pascale Infante, Marketing, R&D, Quality and CSR Director
Eric Keff, Administrative and Financial Director
Emmanuel Ledroit, Human Resources Director
Jean Torchia, International Director

Jean-Marc Saubade, the General Manager of CPK, the holding company of CARAMBAR&CO, declared:

"We have just reached a crucial milestone in our project with the set-up of this highly skilled Management Board. Our team of professionals from the Mondelēz International group and other spheres boasts valuable complementary expertise and experience for our project. The future management team is already working to inject new life into the iconic brands Poulain, Carambar, Krema, La Pie Qui Chante and Terry's (in the UK). The Management Board and I are preparing to unite the teams from the five manufacturing plants in France, the sales force and the head office staff behind this ambitious and exciting project so as to meet the expectations of consumers and our distribution partners in accordance with the priorities of civil society."

Virginie Morgon, Deputy CEO of Eurazeo, stated:

"We are pleased to have identified this talented and experienced team and that Eurazeo has fostered the development of this formidable entrepreneurial project. This is the first decisive step towards creating this new confectionery and chocolate group. Building this team well before the end of the acquisition process reflects our determination to endow the project, and soon the company, with the necessary resources for the development of a future European champion."

About Eurazeo

With a diversified portfolio of 5 billion euros in assets, Eurazeo is one of the leading listed investment companies in Europe. Its purpose and mission is to identify, accelerate and enhance the transformation potential of the companies in which it invests. The Company covers most private equity segments through its four business divisions – Eurazeo Capital, Eurazeo Croissance, Eurazeo PME and Eurazeo Patrimoine. Its solid institutional and family shareholder base, robust financial structure free of structural debt, and flexible investment horizon enable Eurazeo to support its companies over the long term. Eurazeo is notably either a majority or key shareholder in AccorHotels, ANF Immobilier, Asmodee, Desigual, Elis, Europcar, Fintrax, Foncia, InVivo NSA, Les Petits Chaperons Rouges, Moncler and smaller companies, including the investments of Eurazeo PME and Eurazeo Croissance.

Eurazeo is listed on Euronext Paris.

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Management Board biographies:

Jean-Marc Saubade, General Manager

An ESSEC graduate, Jean-Marc Saubade began his career at Kraft Foods where he was the Europe Director for Chocolate before joining the Cadbury group in 2000. After having relaunched the Hollywood brand and managed Cadbury France, he was Director for Western Europe before being appointed the global Director of the Cadbury brand.

Olivier Colin, Sales Director, France

An IDRAC Paris graduate, Olivier joined Kraft Foods France in 1992 and has followed a sales career path in this company and Mondelēz International since 2012. He was Key Account Manager for Coffee-Chocolate before becoming Field Area Director of Biscuits, Key Account Director of Gum & Candy products, and then of all product categories. Since 2016, he has been Category Planning Director Biscuits.

Stefaan Dumez, Supply Chain and Purchasing Director

In charge of the Supply Chain at Mars France and then Plant Director at Mars Belgium from 2005 to 2009, Stefaan Dumez became CEO of S.N.C. Wrigley France in 2010. Since 2013, he has been Supply Chain Director of Wrigley Europe.

Pascale Infante, Marketing, R&D, Quality and CSR Director

A graduate of HEC Montreal and Sciences Po Paris, Pascale Infante began her career in 1995 at Kraft Foods France as product manager for the Milka and Malabar brands, before joining Cadbury as Hollywood brand manager. In 2005, she was appointed Marketing Director at Cadbury France for all product categories: chewing gum, chocolate and confectionery. Since 2010, she has been Marketing and R&D Director at Eckes Granini France.

Eric Keff, Administrative and Financial Director

A graduate of ESCP, Eric Keff joined Price Waterhouse as a financial auditor in 1990 and then became an internal auditor at Thomson Multimedia in 1994. In 1997, he joined Crown Holdings, Inc. where he notably held the position of Divisional Finance Director. Since 2005, he has been Chief Financial Officer at Global Closure Systems, the LBO resulting from the carve-out of 5 operational divisions of Crown Holdings Inc.

Emmanuel Ledroit, Human Resources Director

A graduate of ESC La Rochelle, he joined Mondelēz International group in 1993 where, after having supervised various sales teams, he was Sales Department Human Resources Manager, Plant HR Manager, and Talent and Organization Effectiveness Director. Since 2013, he has held the position of Director of Labor and Industrial Relations.

Jean Torchia, International Director

A graduate of ESC Reims, he began his career at General Foods France in 1985 before joining the Kraft group in 1992 where he was Director of Key Accounts. In 2000, he joined Cadbury France where he became CEO in 2009. In 2012, he joined the Mondelēz International group where he has been “Programs” Director for Western Europe since 2015.

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