



Internal Release

Arques, Thursday 9 February 17

Tristan Borne joins Arc France as CEO

Dear colleagues,

Arc France is the heart of our know-how and at the core of our Group turnaround strategy. I am happy to announce today that Tristan Borne will join the Group as CEO of Arc France effective from April 3, 2017.

We are delighted that Tristan has decided to join Arc. His years of experience in fast-moving consumer goods and in complex manufacturing environments are a great fit for the Group, and his lean manufacturing experience will help us accelerate the turnaround process here at our largest and most complex facility.

Tristan was most recently Group Managing Director of CEMOI, the leading independent producer of chocolate in France. Prior to the Group Managing Director role, Mr. Borne held various positions of increasing responsibility during his 17 years with CEMOI, progressing from Plant Manager when he joined the company in 1999.

In 1995, Tristan joined the Japan Management Association (J.M.A.C) where he specialized in implementing productivity tools and continuous improvement strategies. He carried out assignments in the FMCG and automotive industries. Prior to 1995, he served in various operational roles within companies such as Mars and Yoplait.

We're looking forward to having Tristan lead the Arc France team through our challenging 2017 plan and into a stronger future.

Please join me in welcoming Tristan to Arc.

Regards,

Tim Gollin
President & CEO