

**Annex 1 to Notice to convene Annual General Meeting  
27 November 2012****CV of the candidates for the Board of Directors**

---

**OLE ANDERSEN**

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

**Present managerial positions:**

Mr. Andersen is Chairman of the Board of Directors of Danske Bank A/S; ISS A/S and one group company, and Bang & Olufsen A/S and one group company. Member of the Nomination Committee of NASDAQ OMX Nordic Ltd.; CEO of OGA Holding ApS and two group companies, and Senior Advisor to EQT Partners.

**Board competencies:**

Professional experience in managing and developing large 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

---

**FRÉDÉRIC STÉVENIN**

Proposed for re-election as member of the Board of Directors  
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, responsible for the Food & Consumer Goods and Healthcare sector teams. Mr. Stévenin is the Chairman of Cerba European Lab and member of three group companies; Kaufman & Broad and member of two group companies. He is a Board member of United Biscuits and two group companies; PAI partners SAS and PAI partners UK Ltd. Mr. Stévenin is CEO of Alta Rocca Investissements; G.A.V.U. Gestion Sprl and Saint-Pey Holding.

**Board 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

---

**Annex 1 to Notice to convene Annual General Meeting  
27 November 2012**

**CV of the candidates for the Board of Directors**

---

**HENRIK POULSEN**

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

**Present managerial positions:**

Mr. Poulsen has served as Chief Executive Officer of DONG Energy A/S since August 2012 and CEO of three group companies since September 2012. He is a Board member of Falck A/S and two group companies; member of Advisory Council of Danske Bank A/S, and Advisor to EQT Partners.

**Board competencies:**

Executive experience from Fast Moving Consumer Goods companies, 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

---

**MARK A. WILSON**

Proposed for re-election as member of the Board of Directors  
Member of the Board of Directors since 2010  
Member of the Remuneration and the Nomination Committees  
Independent Board member

**Present managerial positions:**

Mr. Wilson is Managing Director of Fonterra Brand's ASEAN, Middle East and North Africa operations in Fonterra Co-Operative Group Ltd. and a member of Fonterra's Management Committee, Fonterra Co-Operative Group Ltd. and six group companies.

**Competencies:**

International CEO / MD with over 36 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.

---

**Annex 1 to Notice to convene Annual General Meeting  
27 November 2012**

**CV of the candidates for the Board of Directors**

---

**DIDIER DEBROSSE**

Proposed for re-election as member of the Board of Directors  
Member of the Board since 2011  
Independent Board member

**Present managerial positions:**

Mr. Debrosse has been the President of Heineken International, Western Europe Region, Holland since 2005, he is a member of the Heineken N.V. Executive Committee and nine group companies.

**Board competencies:**

Extensive experience within 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

---

**SØREN CARLSEN**

New candidate proposed for election as member of the Board of Directors  
Independent

**Present managerial positions:**

Mr. Carlsen is Managing Partner in Novo Ventures and Novo Seeds and member of the Management of Novo A/S. Chairman of DANSK BIOTEK (the Danish Association of Biotechnology Industries) from 1995 to May 2012 and Board member of PTC Therapeutics, Inc.; Santaris Pharma A/S; DTU Symbion Innovation and member of the Academy of Technical Sciences (ATV).

**Competencies:**

In nominating Søren Carlsen, the Board of Directors has considered, in particular, his knowledge and competencies within research and development and investments in biotechnology and also his extensive managerial and international experience.

**Education:**

Mr. Carlsen holds a Master of Science in Biochemistry and in Brewing Technology

---