PAI partners

2012/13 ANNUAL REVIEW

An industrial approach to private equity

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An industrial approach to private equity

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THE EUROPEAN OPPORTUNITY

Dear Investors,

PAI mission of finding compelling investment opportunities and building upon them has been performed successfully in recent months despite a frustrating macro-economic environment. It is easy to explain: Corporate Europe is in better shape than Sovereign Europe. Average corporate profitability is back to pre-crisis level as a consequence of strong and timely managerial adjustments. Even where the economies remain dislocated our strong sector knowledge, our presence on the ground and our networks ensure that we are able to access differentiated deal flow and to select acquisitions of leading firms and brands, capable of consolidating their markets and capturing their share of world growth.

The common theme across our portfolio in 2012 was consolidation. We made sixteen portfolio company add-on acquisitions driving value through building scale, growing market share and realising top-line and operational synergies. The two new investments signed in 2012 also typify the investment opportunity: IPH, deeply rooted in France and Germany, and a market leader in the manufacturing supply chain, operating in a fragmented market ripe for consolidation; and Marcolin, a global exporter of eyewear products, well-positioned to benefit from growing consumer expenditure in Asia and the Americas.

Performance at the portfolio companies has remained robust despite the recessive outlook in Europe with the overall portfolio growing 4% in sales between 2011 and 2012 and 5% in EBITDA with aggregate net debt declining by 10%. The first quarter of 2013 has seen a further weakening in the Eurozone economic environment. However, we are pleased to report that our portfolio companies are outperforming the market with the vast majority continuing to drive top line growth and take market share benefitting as they do from sector-leading management teams and ambitious transformational plans.

Since the second quarter of 2013, the first signs of a recovery that we anticipate for the second half of the year, have started to materialise. This is the result of an efficient policy mix and better fiscal coordination in the Eurozone. We are pleased to have complemented the portfolio with the acquisition of ADB and R&R and to be in a position to consider more opportunities through a strong pipeline and a favourable financing environment.

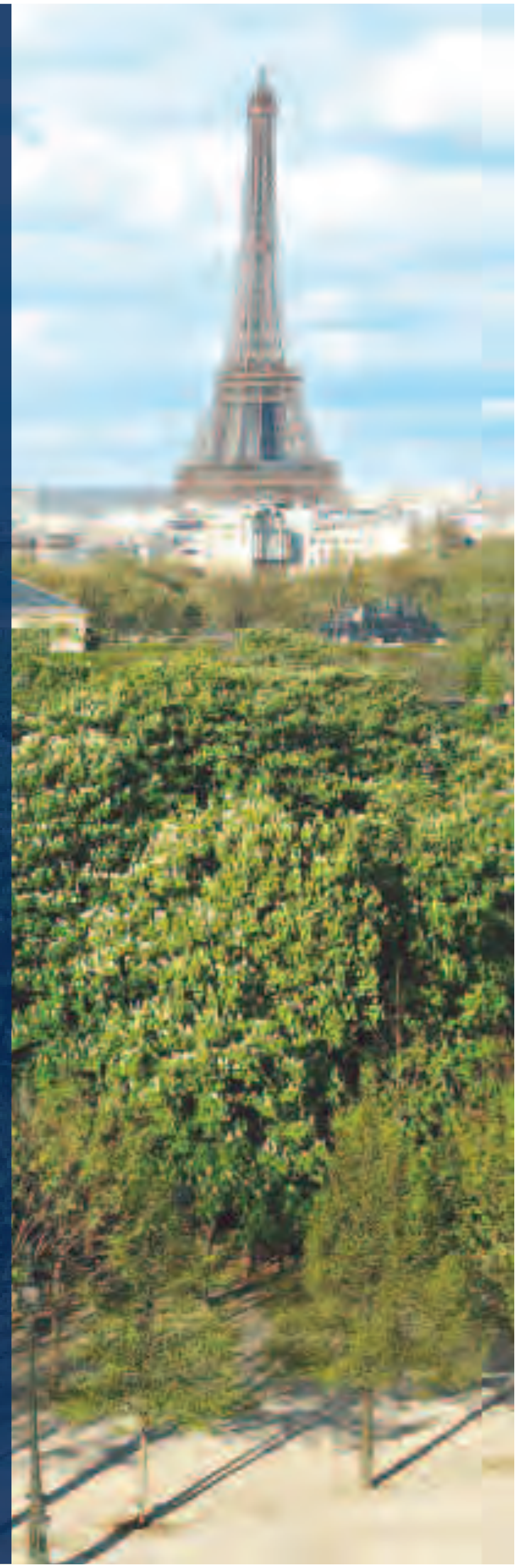
Over the last few years, PAI has increased its commitment to Environmental, Social and Governance (ESG) concerns. As a long term investor with a 140 year history of building businesses, we have always been focused on driving sustainable growth in our portfolio companies. However, since signing the United Nations Principles for Responsible Investment in 2010, we have sought to formalise this approach, conducting in-depth assessments across the portfolio to highlight individual company strengths and weaknesses and select areas of improvement, in part through the sharing of best practice across management teams at the bi-annual PAI Sustainability Club. Furthermore, we have established the tools with which to improve our reporting of these issues to investors. 2013 will mark the first year in which we will incorporate ESG criteria directly into the investment decision-making process, with target companies undergoing full ESG due diligence. This will enable us to draw up an ESG improvement plan even prior to acquisition.

As ever, the team has worked hard to deliver new investments, drive growth in the existing portfolio and return cash to investors. Looking ahead, we remain totally focused on enhancing our portfolio companies' operations to deliver above market returns to our investors.

Yours sincerely,

Lionel ZINSOU
Chairman of the
Executive Committee

Michel PARIS
Chairman of the
Investment Committee



PAI AT A GLANCE[1]

Firm overview

PAI Partners SAS
Firm name

17
Number of Partners

49
Number of professionals

67[2]
Number of staff (total)

€4.1 billion
Current assets under management

Location of offices
Paris (headquarters)
London
Luxembourg
Madrid
Milan
Munich
Stockholm

Investment strategy

Transaction focus
Upper mid-market control buyouts

Geographic focus
Western Europe, with a focus on Continental Europe

€300 million to €1.2 billion
Target Enterprise Value

€100 million to €300 million
Target equity investment size (plus co-investment)

Sector focus
Business Services
Food & Consumer Goods
General Industrials
Healthcare
Retail & Distribution

Funding history

€9.1 billion
Total funds raised

150
Number of investors

€1.8 billion[3]
Total investor co-investment

[1] As at 31 December 2012. Includes all buyouts since 1994, IPH which was signed in November 2012 and completed in February 2013. [2] All professionals including professionals and support staff. [3] Since 1998, including equity and mezzanine co-investment.

GENERAL OVERVIEW

PAI targets investments across western Europe where its sector capabilities provide unique insights and advantages.

Sector Teams
Investment Group
Portfolio Performance Group (PPG)
Investor Team (London & Paris)
Finance Team

Investment strategy

PAI makes controlling equity investments in leveraged buyouts (LBOs) of mid to large European companies that are leaders in their markets. PAI is particularly focused on transactions between **€300 million** and **€1.2 billion** with equity investments of between **€100** and **€300 million** translating into controlling shareholdings. PAI invests in consolidating sectors and in markets where growth can be sustained through economic and financial market cycles.

Sector-based approach

PAI has always applied a sector-based approach to investing. This strategy has enabled PAI to develop extensive transaction and sectorial expertise in **5 core industries:**

> Business Services
> Food & Consumer Goods
> General Industrials
> Healthcare
> Retail & Distribution

50 buyout investments since 1994	**€36 billion** of aggregate Enterprise Value	**€7.2 billion** of equity invested	**€10.5 billion** of realised cash proceeds

Outperformance

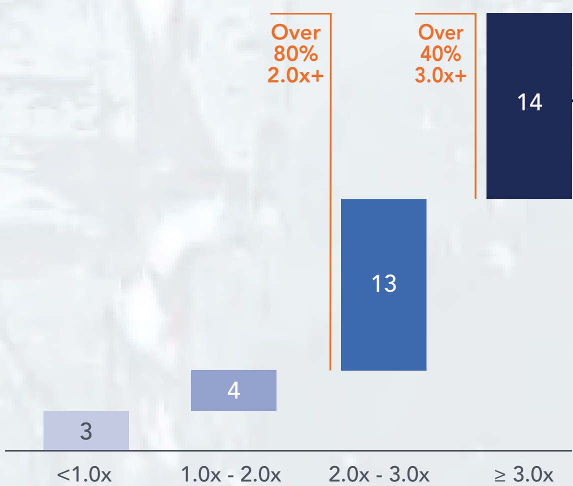
PAI's industrial approach to investing has consistently generated outperformance for investors. Since 1994, 34 of 50 buyout investments have been exited, with PAI generating an average multiple of cost ("MoC") of 2.9x and an IRR of 33%. This reflects the strong ownership mentality and PAI's objective to realise the full potential of its portfolio companies. PAI has a consistent track record of generating outperformance from its investments, while retaining a focus on value preservation. As a result:

> over 40% of realised buyout investments have generated more than a 3x MoC

> 80% of realised buyout investments have generated more than a 2x MoC

> only 3 of 34 realised buyouts have returned less than cost

Notably, PAI has continued its strong historical performance through the challenging economic environment of recent years. Since 2011, PAI has exited seven investments, having returned in aggregate €4.8 billion to investors representing a MoC of 4.0x and a 35.1% IRR.



Company name	Exit year
Chr. Hansen	2010-12
Spie	2011
CEP	2011
Yoplait	2011
Saur	2007
Vivarte	2007
Mivisa	2005
Homann	2004
Ceva	2003
Panzani	2002
William Saurin	2001
Sogeres	2001
Amora - Maille	2000
SBS	1998

Funds

PAI is currently investing the PAI Europe V fund, raised in 2008. Investors are primarily pension funds, insurance companies, governmental organisations, banks and high net worth individuals from Europe, North America, the Middle East and Asia. PAI funds have been sourced from over 150 investors in 23 different countries.

PAI LBO FUND **€650 million** 1998	PAI EUROPE III **€1.8 billion** 2001	PAI EUROPE IV **€2.7 billion** 2005	PAI EUROPE V **€2.7 billion** 2008

OUR HISTORY

PAI Partners is one of the oldest and most experienced private equity firms in Europe with its origins dating back to the historical principal investment activity of Paribas, the pan-European merchant bank which merged with BNP in 1999.

1872

Formation of investment activity at heart of Paribas Merchant Bank.

Sector-based cornerstone investor contributing to the growth of major French conglomerates in the late 19th and 20th centuries.

PAI was a key player in financing and supporting the growth of large industrial French groups such as Ciments Français, Poliet, Atos Origin, Carbone Lorraine, Sema, Eiffage, setting the foundations for PAI's industrial approach of today.

1993

PAI refocuses on principal investment activities and starts buyout investments.

1998

First third party fund raised, the PAI LBO Fund, targeting European LBOs in core sectors.

Opening of Milan office.

1999

Opening of Madrid office.

2002

Partner-backed buyout of the management company from BNP Paribas.

Next third party fund raised, PAI Europe III.

Opening of London office.

2005

PAI Europe IV raised.

2007

Opening of Munich office.

2008

PAI Europe V raised.

Opening of a Nordic office.

2010

PAI signs the UN Principles for Responsible Investment.

2011

PAI successfully divests 6 investments, which have generated €4.6 billion of aggregate proceeds to investors and represented a 4.2x cash on cash return and a 34% IRR.

PAI also acquires 4 new companies for a combined Enterprise Value of €2.2 million.

2012/13

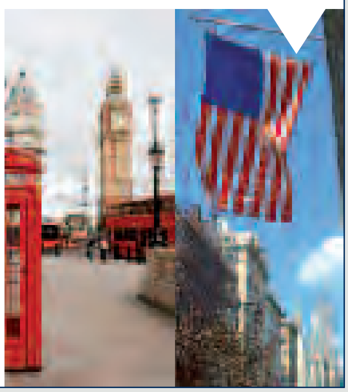
It has been a busy period for PAI with 3 exits including the disposal of its remaining stake in Chr. Hansen generating a final 3.9x cash on cash return. PAI also acquired four sector leading companies, IPH, ADB, Marcolin and R&R and executed 16 add-on acquisitions to accelerate the growth of its portfolio companies.

2012 HIGHLIGHTS

JANUARY

> **Nuance** acquired a 27% stake in its JV minority in Turkey

> **PAI Investor Days** in London and New-York



FEBRUARY

> A capital increase in **Kiloutou** was completed to finance further add-on acquisitions

MARCH

> Final disposal of 26% stake in **Chr. Hansen** to Danish foundation NOVO

novo

APRIL

> **Xella** acquired a new gypsum fiber board plant in Spain

MAY

> **Perstorp** sold a 51% stake in its coating additive division to Thai group PTT Global Chemical

> **PAI Annual Meeting** held in Paris at Musée d'Orsay

JULY

> As Worldwide IT partner of the International Olympic Committee, **Atos** succeeded in its key role in London 2012 Olympic Games, successfully delivering the largest sports IT project of all time

Atos
Worldwide IT Partner

AUGUST

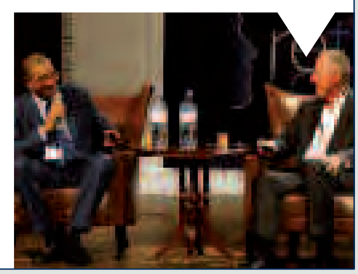
> **PAI Foundation:** the philanthropic initiative launched by PAI to support not-for-profit actions is officially launched

SEPTEMBER

> **Swissport** completed the acquisition of Flightcare from Spanish group FCC

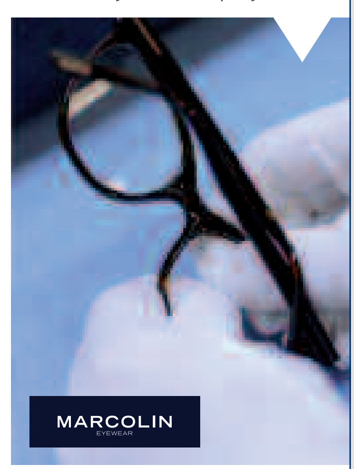
flight care

> **PAI** participated as keynote speaker at the Planetworkshops conference in Evian



OCTOBER

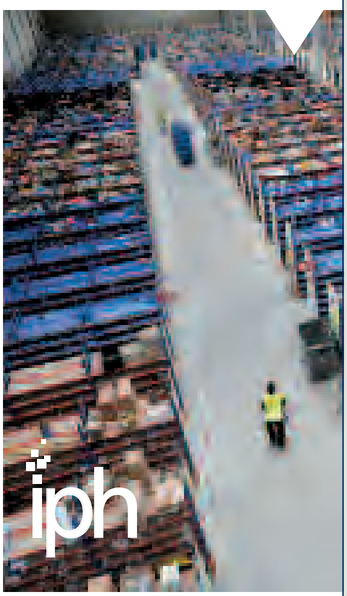
> PAI signed the acquisition of **Marcolin**, a global luxury branded eyewear company



> **Xella** completed the acquisition of its key competitor H+H in the Czech Republic

NOVEMBER

> PAI signed the acquisition of **IPH,** the French leader in industrial supplies distribution



> PAI successfully completed the refinancing of **Perstorp** through a high yield bond issuance

> **Kiloutou** acquired Starlift, an elevation specialist

DECEMBER

> **Cerba European Lab** continued to consolidate the market bringing the total number of add-on acquisitions made to 31

> **United Biscuits** signed an agreement with Intersnack Group for the sale of KP Snacks

> **Kiloutou** acquired Urbaparc, a civil works specialist

2013 IN REVIEW

JANUARY

> **Cerba European Lab** successfully issued a €365 million high yield bond to refinance its current debt. This refinancing will increase the flexibility of Cerba to continue its consolidation strategy.

> **PAI Investor Days** in London, Paris and New York.

> **Nuance** acquired the remaining 18% stake of Nuance Turkish JV.

MARCH

> PAI acquired **ADB Airfield Solutions**, the world leader in airfield ground lighting with installed products in c. 2,000 airports in 175 countries.

> **Perstorp** sold its formaldehyde catalyst and plant engineering business ("Formox") to UK catalyst producer Johnson Matthey.

MAY

> PAI announced the acquisition of **R&R Ice Cream,** the #2 take-home ice cream manufacturer in Europe, with strong #1 positions in the UK, France and Italy, and a #2 position in Germany.

> In May 2013, PAI signed an agreement with Bain Capital for the sale of **FTE automotive.** Under PAI's ownership, FTE has been through a significant transformation growing from a mature Germany-centric business to a high growth global corporation.

Subsequent to the sale of FTE, PAI Europe III is fully realised, having returned over €6 billion of proceeds to investors, representing a 3.3x gross cash on cash multiple and a 37.0% gross return. This 2001 fund is one of the best performing funds of its vintage.

HIGHLIGHTS OF THE PERIOD

Over the recent period, we have achieved three successful exits and completed four new investments, sourced through a combination of long-term tracking and deep sector knowledge.

Exits

3
partial or full exits

€620 million
distributed to investors

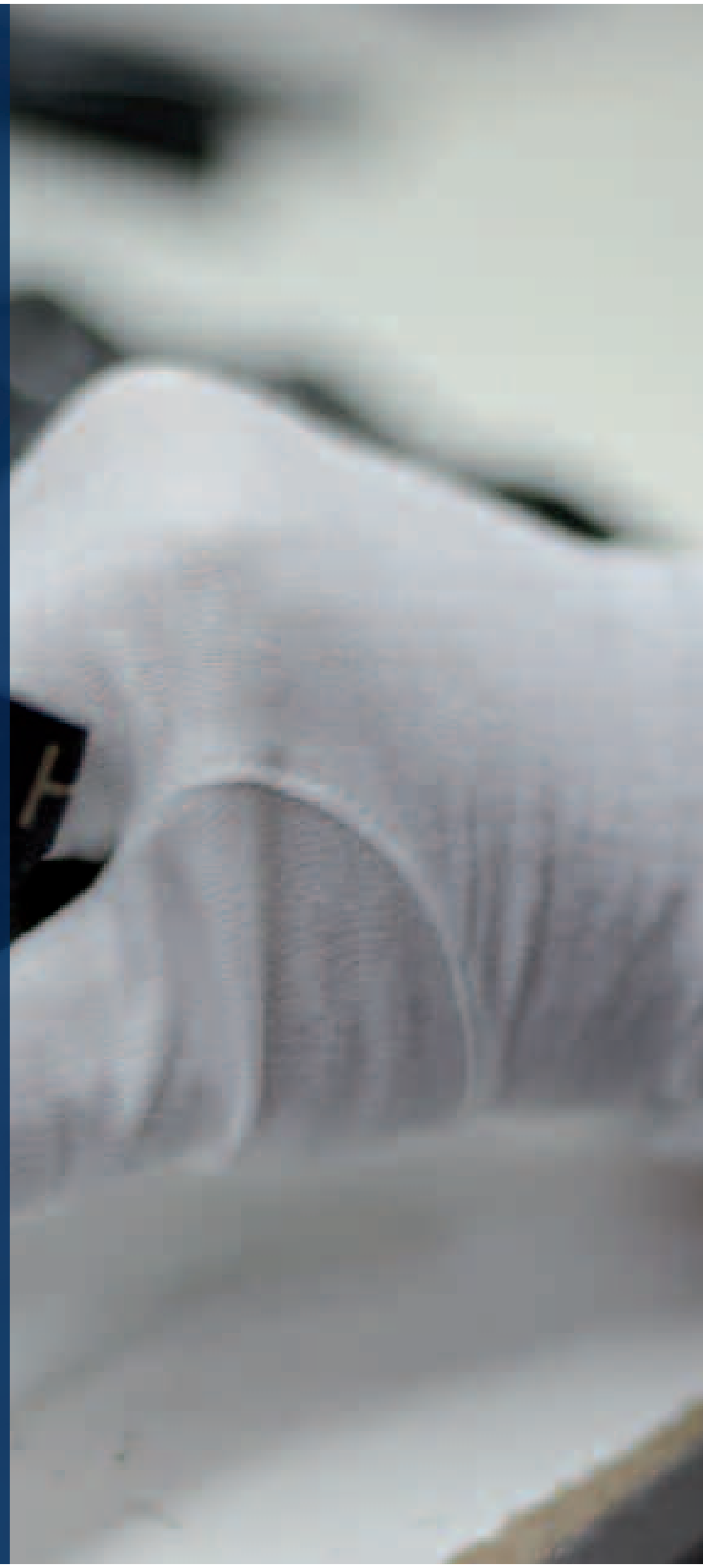
Investments

4
new investments signed, representing over

€1.9 billion
of aggregate Enterprise Value and over

€560 million
of invested capital and

€330 million
of LP co-investment




CHR HANSEN

CHR. HANSEN
#1 WORLDWIDE

In March 2012, PAI sold its 26% remaining stake to Novo A/S, a Danish holding company which invests in the life sciences sector on behalf of the Novo Nordisk Foundation, following the IPO of the company in June 2010 and two accelerated bookbuild offers.

Investment overview

PAI acquired Chr. Hansen in July 2005. Given its prior experience in the sector, PAI had already a clear strategy for this major player in the fast growing health and nutrition market. At acquisition, the firm had diverse leading technologies and a strong brand name but PAI planned to transform it into a focused bioscience company.

Under PAI's ownership, Chr. Hansen disposed of several non-core activities and acquired assets with promising technologies in the fast growing health and nutrition space. Simultaneously, the company invested heavily to increase production capacity, support innovation and build the necessary infrastructure to seize the opportunities in emerging markets for its core products: cultures, enzymes and natural colors. The management team was also strengthened, a new sales organisation was established and various cost saving initiatives were implemented with a focus on purchasing and manufacturing efficiencies. Chr. Hansen also invested in its workforce to develop its skill set and scientific know-how in line with the strategy to focus on products with high technological content and new applications such as health and nutrition. As a result, Chr. Hansen's performance was significantly enhanced, more than doubling EBITDA in 6 years thanks to strong sales growth and improved margins.

Chr. Hansen is now the worldwide leader in developing natural ingredient solutions for the food, nutritional, pharmaceutical and agricultural industries.

PAI sector
Food & Consumer Goods

Investment date
July 2005

Exit date
June 2010 - March 2012

Website
www.chr-hansen.com

Business description
Bioscience (cultures, dairy enzymes and natural colours)

Acquirer
Novo A/S

Transaction value (at exit)
€2.5 billion[1]

[1] *Weighted by the number of shares sold at each of the exit steps.*

#2 UK

PAI sector
Food & Consumer Goods

Investment date
December 2006

Exit date
January 2013

Website
www.unitedbiscuits.com

Business description
Manufacturer of snacks and nut products

Acquirer
Intersnack Group

Transaction value (at exit)
More than £500 million

1948

From a family business to a leading manufacturer of biscuits and snacks

United Biscuits ("UB") was founded in 1948 following the merger of two Scottish family businesses: McVitie & Price and MacFarlane Lang. In 1960, United Biscuits expanded its portfolio with the acquisition of Crawford's Biscuits and MacDonald's Biscuits. The company then continued its consolidation with c. 15 acquisitions in 35 years. In 2000, UB was bought by Finalrealm, a consortium of investors including PAI, and reverted to private limited company status.

2006 – 2012

PAI guides the brand into a new era

Under PAI's ownership, the company has significantly developed its key brands through a focus on product offering and marketing efforts, including product innovation, quality improvement and packaging renewal.

UB has also benefited from operational and working capital improvements thanks to dedicated programmes in cost savings (LEAN programme) and procurement policy. The company has consequently generated enough cash to lower the leverage ratio from 7.0x at acquisition to 4.6x in 2012.

In December 2012, UB sold its snack activities to Intersnack Group for an EBITDA multiple of over 9x. The company will now focus on the continued development of its Biscuits brands through additional investments in innovation and geographical expansion.

SWEET RE-FOCUS

INTERVIEW WITH
Frédéric Stévenin
Partner, PAI

What was the logic behind selling the Snacks business of UB separately from the Biscuits business?

They were two pretty different businesses. One a global business with a particularly strong international brand in the form of McVities, which alone represents £300m of sales. Snacks is a much more local business. It is a strong number two in the UK market but with a portfolio of brands which are really local heroes. Actually the production process for the two businesses is totally different too, with biscuits being baked and snacks, primarily fried. Perhaps most importantly, we recognised that the best buyers for each business were unlikely to be the same. So logically we should receive a better price by selling them separately rather than as a whole.

Was there a lot of work in separating the operations of the two businesses which had presumably been run as one company for decades?

KP Snacks had been run pretty autonomously prior to 2004, but there was a work to do on the "go to market" side. As I said, on the production side there was very little overlap, they used different technologies and mostly had distinct plants. But some pretty heavy lifting was required on the distribution side, separating the logistics functions and salesforce and also the IT and invoicing process. Furthermore, we had to build a separate management team for snacks, with the recruitment of a CEO for the business.

"We will prioritise the expansion into emerging markets."

What do you think was Intersnack's primary reason for buying the snacks business? Do they have a different strategy for the business than you did?

Actually Intersnack is the second largest snacks company in continental Europe. They are behind Pepsi but have a larger market share than Pringles, which is owned by Kellogs. They had this good number two position but were absent from the largest snacks market in Europe, the UK. So for them it really was a strategic move to establish a strong position in the UK market which would have been very difficult to replicate through organic initiatives. They will have significant supply side synergies as they already produce a huge amount of Nuts and Crisps for the continental Europe market and can presumably consolidate some of this with production for the UK market. Having bought KP Snacks, Intersnack has a £2 billion snacks business in Europe. Clearly a part of their strategy will be to cross-sell some products from continental Europe into the UK market and vice versa.

And what about Biscuits? How does the strategy change for the business post the sale of the snacks business?

Our key focus now is really to accelerate growth in what is clearly a fairly muted market environment currently. In the UK, this will involve a really targeted effort on the core brands through enhanced advertising and marketing in order to gain back some lost market share. In the international business which has been a key growth engine in most recent years, we will prioritise the expansion into emerging markets and even look at acquisitions of local players in these markets. In fact, we are currently fairly advanced in the completion of an important acquisition in the Middle East.

Key milestones

2006
UB's Southern European (Spain and Portugal) business was sold to Kraft. Kraft exited its position in UB.

2007
Launch of an integration programme and a number of cost reduction initiatives including a LEAN project in production.

2009
UB acquired and started production in a biscuit factory in India to serve the rapidly growing Indian market as well as the larger Asian/ Middle East region.

2010
The company focused on growing key brands through product development, marketing spend, innovative packaging formats and improvement in the quality and nutritional content of its products. As a result it has continuously grown market share in its core UK biscuit market.

On the operational side, management developed a comprehensive procurement strategy in part to assist in offsetting major headwinds from commodity price inflation and limit the impact on gross margin.

2012
On 5 December 2012, United Biscuits signed an agreement with Intersnack Group for the sale of KP Snacks.


FTE
automotive

FTE AUTOMOTIVE
#1 WORLDWIDE

In May 2013, PAI announced the sale of its investment in FTE Verwaltungs GmbH ("FTE"), the world leader in hydraulic clutch actuation systems for light vehicles, to Bain Capital. FTE is a global business present in Europe, the US and in key emerging markets (Brazil, India, China).

Investment overview

PAI invested in FTE in 2005, drawing on its extensive automotive sector expertise and previous screening of many similar assets.

FTE performed strongly during the period 2005-2008, expanding its core clutch and brake activities by winning several new clients and introducing new products. When the global automotive crisis struck at the end of 2008, PAI acted rapidly to reposition the Company. The management team was overhauled, cost cutting and price renegotiation measures were implemented, resulting in cumulative cost savings of €28 million, and PAI renegotiated the Company's financial structure. To drive growth, further investments were made in emerging markets and in new products developments, (such as dual clutch transmission systems) which, coupled with substantial new contract wins, resulted in strong financial performance – EBITDA increased from €48 million in 2009 to €70 million in 2012.

Overall, under PAI's ownership, FTE has been through a significant transformation, from a mature Germany-centric business to a high growth global corporation.

The transaction was fully realised in July 2013.

The exit of FTE announced the final realisation of the PAI Europe III portfolio. PAI Europe III is now fully realised, having returned over €6 billion of proceeds to investors, representing a 3.3x gross cash on cash multiple and a 37.0% gross IRR. This 2001 fund is one of the best performing funds of its vintage.

PAI sector
General Industrials

Investment date
May 2005

Exit date
July 2013

Website
www.fte-automotive.com

Business description
Hydraulic clutch actuation systems for light vehicles

Acquirer
Bain Capital

Transaction value (at exit)
€388 million

#4 WORLDWIDE

PAI sector
Food & Consumer Goods

Transaction value
€280 million

Investment date
December 2012

Website
www.marcolin.com

Business description
Luxury branded eyewear

Number of employees
c.1,000

Head office
Longarone, Italy

ITALIAN KNOW-HOW

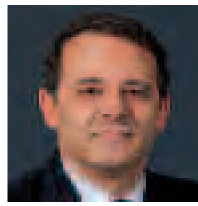
October 2012[1]

In October 2012, PAI Europe V agreed to acquire an 85% stake in family-owned and listed Marcolin on a proprietary basis. PAI had tracked the company for around 4 years via the on-the-ground presence of PAI's Italian team and the sector monitoring of the Consumer Goods team.

Headquartered in Italy, Marcolin is a global leader in the branded luxury eyewear sector with 12 highly regarded licensed brands distributed in more than 100 countries. Sales are divided into sunglasses, accounting for 61% of revenues with a potential to capture global growth, and prescription frames accounting for 39% of revenues characterised by their resilience.

The investment rationale is based on growth perspectives both in terms of brand licensing and geographic footprint. Marcolin has a unique portfolio of high-profile growing brands and has the opportunity to further expand internationally, especially in the US and in Asia.

Following the acquisition, PAI launched a mandatory tender offer resulting in a delisting from the Milan stock exchange.



INTERVIEW WITH
Gianni Zoppas
CEO of Marcolin

What is the background to the investment from PAI?

Marcolin was until recently one of three eyewear manufacturers listed on the Milan Stock Exchange. The public element to the business gave the whole investment process a level of transparency and simplicity, which was aided by long-standing relationships and mutual respect between PAI, management (including myself) and the previous family owners. The business has a very clear positioning within the industry: it is well known for excellence in all areas, from product design and build-quality through to the sophisticated marketing, sales operations and enduring relationships it has with a fantastic range of designer brands. From the very earliest discussions with PAI prior to the investment, it became clear they shared our view that Marcolin was a high quality business in an industry with favourable dynamics for companies prepared to expand in the right areas, both organically and through acquisition.

Having worked with PAI before, what attracted you to working with the firm again at Marcolin?

I have known PAI for over 8 years, having previously worked together at Gruppo Coin to develop that business. I have always found the individuals at the firm to be very proactive in their support - working closely with management to help them solve problems, rather than just pointing them out. There is always a focus on creating real value in businesses - helping to drive deep changes that fundamentally improve the business' operations and long-term performance. PAI's expertise is also recognised within our industry. For example, on acquisition, all brand licensing agreements were mandatorily put up for review due to the change of shareholder and every single one was pleased to accept PAI's proposed involvement, with some even taking the opportunity to extend their contracts.

[1] *Signing date. Transaction closed in December 2012.*

"Due to the reputation Marcolin has for quality and its position in the marketplace, it has the potential to be a strong platform for acquisitive growth"

What are the most exciting prospects for Marcolin's growth and what areas are you planning to focus on over the coming years?

Marcolin has an exceptionally strong portfolio of brands, which includes Tom Ford, Mont Blanc, Diesel and Balenciaga amongst others. Many of the brands we work with have the potential to maximise their penetration in certain markets. Some can develop sales in new geographies and others can translate their success in the sunglasses market by extending ranges to the more resilient ophthalmic market, for example. Marcolin is working very closely with each brand to develop individual strategies and product ranges. Of course, we are also always looking to develop our brand portfolio with new relationships and we have established a dedicated team to lead that. In the industry today, there is also a lot of change and certainly scope for consolidation. Due to the reputation Marcolin has for quality and its position in the market-place, it has the potential to be a strong platform for acquisitive growth.

What are the areas where further improvements to the business can be made and how will you enhance the operational efficiency of the business?

One area of focus for us is the supply chain and improving efficiency in every element of that. We are carefully enhancing our research and planning processes to ensure the best possible forecasting and reaching the correct production levels for particular lines and markets. On the commercial side, we have invested significantly in enhancing the marketing department - there is a great deal of focus on sales and developing the right strategy for each particular brand or line in different markets.

Can you list some of the key achievements so far since PAI's investment?

We have already made good progress in terms of enhancing our supply chain processes, but due to the ever-shifting market dynamics, particularly on the demand side, this is something we will constantly be monitoring and improving. The enhancement of our commercial strategy is also well under way and we are confident that our focus on adapting marketing strategies for individual product lines and countries will lead to continued strong sales growth. Perhaps, most importantly we have already significantly reinforced the management team with the appointment of two very experienced professionals and CFO/COO and Head of Sales.

What are the defensive characteristics of the business model?

The ophthalmic eyewear market is a resilient one and a current focus of the company is to increase the percentage of sales that come from that part of the business without losing any ground on the sunglasses side, which is high-growth. I would also say that our long-term relationships with the brands in our portfolio provide stability – our extremely high standards in both design and production help us to maintain and grow those relationships. Our international presence across a range of developed and emerging markets also spreads risk in the business model – even if we continue to experience moderate to low annual growth in some areas, in others we are seeing 10-15% growth and there are excellent opportunities for us there.

How important is the international dimension to the business – how are you looking to develop that?

Marcolin is a truly global operation and our international network is very important to the company. As well as established positions in Europe and North America, we have strong and growing exposure to a range of markets across the Middle East, Asia and South America where emerging middle classes and consumption patterns stand to increase demand for branded goods. Our product quality is very high and many of the brands we work with are considered luxury. However, as luxury products go, they are affordable and so represent a very important part of the market. Often, designer glasses are the first luxury product people buy in their lifetime. This is affordable, highly visible luxury. There are clearly great opportunities for Marcolin to grow further internationally, building on a platform which is already very strong.

#1 FRANCE

PAI sector
Business Services

Transaction value
€460 million

Investment date
February 2013

Website
www.group-iph.com

Business description
Industrial supplies distributor

Number of employees
c.3,300

Head office
Lyon, France

November 2012[1]

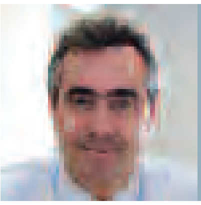
In November 2012, PAI signed an agreement to acquire Industrial Part Holding ("IPH") from Investcorp. PAI has developed a strong expertise in the professional distribution sector through previous successful investments. Furthermore, PAI's track record of creating value through external growth, one of the key pillars of IPH's management strategy, contributed to the development of a strong relationship between PAI and the IPH management team.

Headquartered in Lyon, IPH is the #1 player in industrial supplies distribution in France with a 8% market share, the #3 distributor in the power transmission / motion control segment in Germany, the #3 in the Netherlands and the #4 player in Belgium. The Company operates 239 agencies in 6 countries.

PAI's decision to invest was based on IPH's wide geographical coverage in the large and fragmented industrial supplies market and the on-going trend towards outsourcing of industrial supplies purchasing at the European level. IPH leverages its size to gain market share and generate purchasing synergies. PAI intends to be in an active market consolidator in Europe.

[1] *Signing date. Transaction closed in February 2013.*

CONSOLIDATING THE EUROPEAN MARKET



INTERVIEW WITH
Nicolas Holzman
Partner, PAI

What exactly is the market for Industrial Supplies Distribution? Who are the main clients and what products are being distributed?

Industrial supplies are all the components that are used as part of the production process in a wide range of industrial companies. The components are bought by the industrial companies as part of their regular maintenance operations or when adding small new processes. The market covers six different broad product ranges: power transmission (e.g. bearings, gears, chains), machining (e.g. cutting tools, lubricants), assembly (e.g. adhesive, glues, fasteners), equipment (e.g. lifting and handling equipment, welding machines), protection (e.g. work suits, gloves, helmets), and tools (hand tools mainly). So a very wide range of products, purchased by all industrial companies, whatever their size, in a wide range of sectors (energy, transport, food, aeronautics, automotive etc.).
The European market for industrial supplies represents €145bn of turnover per annum, of which the portion sold through distributors like IPH currently represents €80bn and is growing. IPH is the third largest company in Europe for the distribution of industrial supplies. It serves close to 100,000 customers including names such as EADS, EDF, Areva, Thales and BMW.

And what were the key attractions of this market for an LBO?

It is a pure business services market and like many assets in the business services space benefits from secular organic growth due to the outsourcing trend among large corporates. As industrial supplies represent a very small element of the cost structure of corporates, there is scope for regular price increases. Furthermore, the market is highly fragmented and ready for aggressive consolidation. The relatively good profitability and strong cash generation of IPH means that it is able to finance acquisitions, and there is also a clear opportunity to improve people and processes.

"The market is highly fragmented and ready for aggressive consolidation"

This market is presumably fairly cyclical? How did you analyse this and how does the company deal with cyclicality?

Yes, the market is cyclical. However, IPH navigated the 2009 crisis rather well. When sales and profitability decreased in 2009, the company was able to generate significant cash proceeds due to the decrease in its working capital representing c. 16% of sales. Cash conversion in 2009 was above 150%, which meant that the company's leverage only increased marginally. In addition, the company was able to continue to make accretive acquisitions, at a time where distressed sellers were on the block, further limiting the downturn. All in all, the company recovered very quickly with 2010 sales and profitability being above 2008.

Why do you think PAI will be able to generate strong returns from the investment?

IPH has built a strong leadership position in France, but it still has only 8% market share in France. It has moved into Benelux and Germany, but even holding solid #3 positions in each, that does not represent more than 3% market share in both countries. In addition, IPH is today still more a series of acquisitions than a real group, even in France, where the company has two networks, two brands, two organisations and even had two CEOs up until the 1st of January 2013. The consolidation play remains a key priority for IPH, especially in Germany, which has the strongest industrial sector in Europe. Positions also need to be reinforced in France and Benelux and there are opportunities to enter into new European industrial regions, such as Northern Italy, Eastern Europe or even the UK. In addition, the group needs to be structured both at central and country level and we have a lot of work to do to staff it properly and to implement the right processes. We also need to accelerate the organic growth of the company by focusing more on large corporates, which are outsourcing more and more towards distributors like IPH, and product lines directed to industrial productivity (power transmission, automation, assembly,...) which are increasing in Europe, rather than those directed to the workforce, which are declining in Europe.

You closed the investment at the end of February 2013. What are the key priorities for the short term?

The main priority is to organise the company appropriately to prepare it for the consolidation play and build a pipeline of acquisition opportunities. The M&A committee at board level has already been set up and a new M&A VP arrived in the company at the beginning of May. In terms of the pipeline, several midsize deal opportunities have been identified and several discussions are ongoing in Germany, France, the Netherlands and Italy. Another priority is to fill several management positions in the countries (COO, CFO, commercial positions for key accounts) and at group level, for example, M&A. Last but not least, we are working on the structuring and integration of the German companies recently acquired and on the development of the synergies between the two networks in France (pricing, purchasing and financial reporting), which have been put under the same central management only since the 1st of January 2013. All in all, a lot of things to do!

Prior PAI experience in Business Services

Kiloutou
#2 France

Equipment rental services
(2011)

Atos
#3 Europe

IT Services provider
(2008)

Spie
#2 France

Multi-technical services
(2006-2011)

CEP
#1 France

Loan insurance brokerage
(2005-2011)

Saur
#3 France

Water and waste management services
(2005-2007)

Elis
#1 Europe

Textile rental & hygiene
(2002-2007)

Elior
#3 France

Catering and concession services
(1997-2001)

Sogeres
#4 France

Contract catering services market
(1994-2001)

Atos Origin
#3 France

Software services group
(1991-2004)

#1 WORLDWIDE

PAI sector
General Industrials

Transaction value
€208 million

Investment date
May 2013

Head office
Zaventem, Belgium

Business description
Airfield ground lighting

Number of employees
385

Website
www.adb-airfieldsolutions.com

In March 2013, PAI announced the acquisition of ADB Airfield Solutions ("ADB"), the worldwide leader in airfield ground lighting. The transaction values the company at an Enterprise Value of €208 million.

Headquartered in Zaventem (Belgium), ADB has installed products in 2,000 airports across 175 countries and is the undisputed #1 player in Europe, North America, the Middle-East, Africa, Latin America and Asia (excluding China). 44% of ADB sales are generated in emerging markets.

Business overview

ADB is the world leader in airfield ground lighting, with a 31% market share, more than twice that of its closest competitor.

The company's offerings include lights and signs located on airfield runways and taxiways; power supply products located in airports' electrical substations; and lighting control and monitoring systems located in airport control towers or substations. In 2012, ADB recorded sales of €159 million.

PAI has invested with a clear vision to:

> Expand the operational footprint of ADB in key emerging markets, including the establishment of local manufacturing and commercial capabilities;

> Extract greater operational efficiencies by transforming ADB into a truly global organisation;

> Strengthen ADB's technology position across the board, especially in systems; and

> Accelerate growth via selective acquisitions.

PAI has acquired ADB to help drive the next step of the business transformation, drawing on the team's successful track record of creating value through internationalisation and add-on acquisitions. PAI made an early approach to ADB's management team, a year prior to the transaction, developing a strong relationship that enabled the team to be fully prepared for the sale process and deliver a firm offer in a relatively short timeframe.

#2 EUROPE

PAI sector
Food & Consumer Goods

Business description
Take-home ice cream manufacturer

Number of employees
c. 3,000

Investment date
July 2013

Head office
Leeming Bar, UK

Website
www.rr-icecream.co.uk

Selected prior PAI experience in Food & Consumer Goods

UB #2 Europe
Biscuits & snacks
(2000 & 2006)

Chr. Hansen #1 worldwide
Natural food ingredients
(2005-2012)

Provimi #1 worldwide
Animal nutrition
(2002-2007)

Panzani #2 Europe
Pasta & sauces
(2002-2005)

Yoplait #2 worldwide
Fresh dairy products
(2002-2011)

William Saurin #1 France
Canned ready meals
(2000-2001)

Homann #1 Germany
Fresh mixed salad
(1999-2004)

Amora - Maille #1 France
Sauces & condiments
(1998-2000)

Seda #2 Spain
Instant coffee
(1997-1999)

In May 2013, PAI announced the acquisition of R&R Ice Cream ("R&R"), a leading European ice cream manufacturer with strong positions in the UK, France, Italy and Germany.

Headquartered in Leeming Bar (UK), the company offers a broad product range in the take-home segment through private label and branded ice cream products, including licences (Nestlé, Disney, Mondelez...) and own brands (Kelly's, Yoomoo...).

Business overview

R&R is the #2 take-home ice cream manufacturer in Europe, with strong #1 positions in private label ice cream in the UK, France and Italy, and a #2 position in private label ice cream in Germany. The company has grown both organically and through the successful consolidation of acquisitions across Europe. In 2012, the company generated pro-forma sales of c. €698 million.

R&R is the 11th investment for PAI's current fund, PAI Europe V.

PAI has invested with a clear vision to:

> Continue to strengthen R&R's leading positions in the private label take-home ice cream market;

> Grow R&R's presence in the branded take-home ice cream segment;

> Continue to enhance operational efficiency; and

> Pursue selective acquisitions.

PAI's team had tracked the company since 2010 and initiated contact with R&R's management a year prior to investment, on a confidential basis. The transaction draws on the team's strong expertise in the food sector (with 13 buyouts completed in the last 15 years, including Yoplait and United Biscuits), experience in executing industry consolidation strategies (e.g., Panzani / Lustucru, United Biscuits / Jacob's) and internationalisation strategies, particularly in emerging markets (e.g., Yoplait, United Biscuits, Chr. Hansen).

PAI financed the investment through the issuance of a Senior Toggle Note and a change of control waiver for existing Senior Secured Notes. This innovative financing allowed PAI to avoid paying a significant make-whole payment on the company's existing debt and is the first time this has been done in Europe.

FIRM OVERVIEW

PAI is one of the longest established private equity firms in Europe. The firm is organised around five core sectors and sources deals in these sectors through its strong local networks in France, Germany, Italy, Spain, the UK and the Nordic region.

Our sectors

Business Services
Food & Consumer Goods
General Industrials
Healthcare
Retail & Distribution

Our team

49
professionals from

9
nationalities based in

7
European offices

Our investors

€9.1 billion
of funds raised since inception from

150
institutional investors from

23
countries

OUR SECTORS

PAI invests in sectors in which it has built deep knowledge and investment experience over decades of investing.

Business Services

Food & Consumer Goods

General Industrials

Healthcare

Retail & Distribution

CURRENT INVESTMENTS

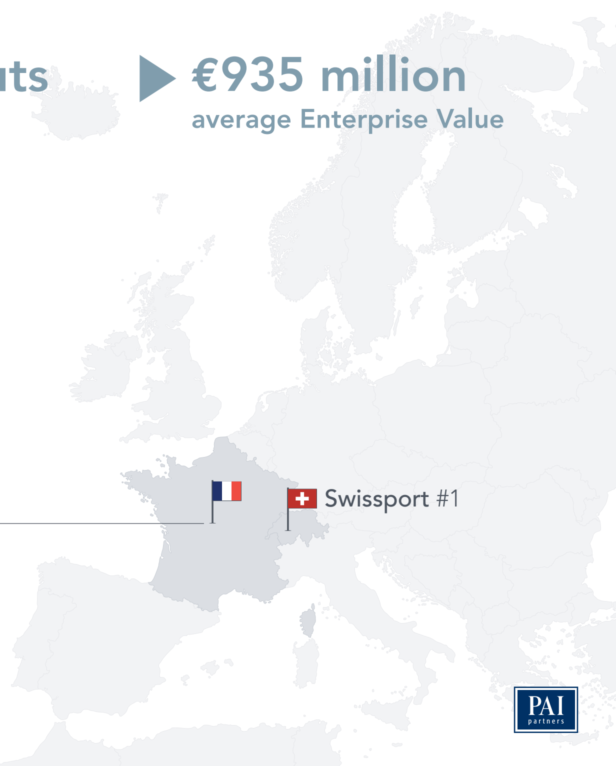
BUSINESS SERVICES

The Business Services industry in Europe has generally experienced good growth in recent years as a result of the increased outsourcing of non-core activities by a number of key operators.

This outsourcing trend across Europe has driven a professionalisation of many business services companies and strong consolidation opportunities as companies seek to build critical mass and scale by acquiring smaller, regional operators.

The themes described above characterise PAI's buyout experience in the sector which includes **IPH** (a European leader in distribution of industrial supplies), **Kiloutou** (the #2 equipment rental company in France), **Swissport** (the worldwide #1 provider of aviation ground-handling and cargo services), **Spie** (a multi technical services company specialising in engineering, and energy and communication networks), **Saur** (a major player in water distribution, sanitation and waste management in France) and **Elis** (a European leader in textile rental). The firm also has general sector expertise through the management of Paribas' investments in the contract catering business **(Sogeres and Elior)**, and in the transportation and logistics sector **(STEF-TFE and Via GTI/Keolis).**

PAI has also developed expertise in IT services, as the founding shareholder of two very large IT services groups, **Atos** and **Sema Group.** PAI is currently the largest shareholder in Atos.



11 buyouts
since 1994

€935 million
average Enterprise Value

Atos #3
Atos Origin #3
CEP #1
Elior #3
Elis #1
IPH #1
Kiloutou #2
Saur #3
Sogeres #4
Spie #2

Swissport #1

FOOD & CONSUMER GOODS

PAI is a leading private equity investor in the European Food & Consumer Goods industry and has contributed to the growth of a number of Europe's leading brands.

The Food & Consumer Goods industry is characterised by its relative stability across economic cycles. In Europe, PAI has been able to generate attractive investment returns due to its ability to identify opportunities for industrial consolidation in the sector, as well as its strategy to reinvigorate underinvested brands and drive market share through product innovation.

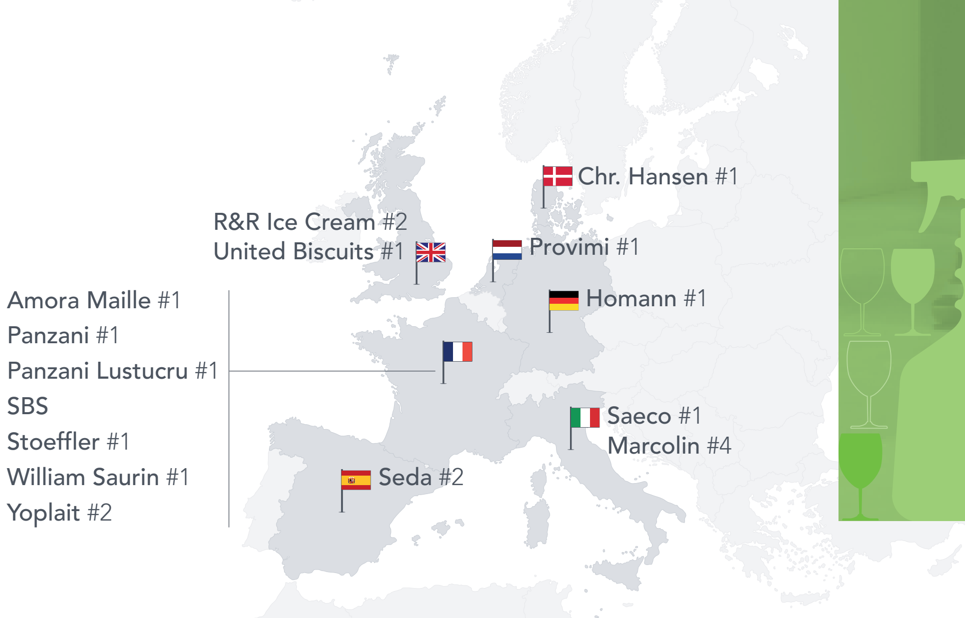
In the broader consumer sub-sector, PAI's focus is on growing niche categories (such as affordable luxury and baby and child products).

PAI's buyouts in the sector include some of the largest: **R&R Ice Cream** (#2 take-home ice cream manufacturer in Europe), **Marcolin** (a worldwide leader in luxury branded eyewear), **United Biscuits** (#1 in the UK and #2 in Europe in biscuits), **Chr. Hansen** (the worldwide leader in cultures, dairy enzymes and natural colours), **Yoplait** (the #2 global brand in fresh dairy products), **Amora Maille** (#1 in sauces/condiments in France) and **Panzani Lustucru** (the leading pasta manufacturer in France).

CURRENT INVESTMENTS

16 buyouts
since 1994

€618 million
average Enterprise Value



CURRENT INVESTMENTS

GENERAL INDUSTRIALS

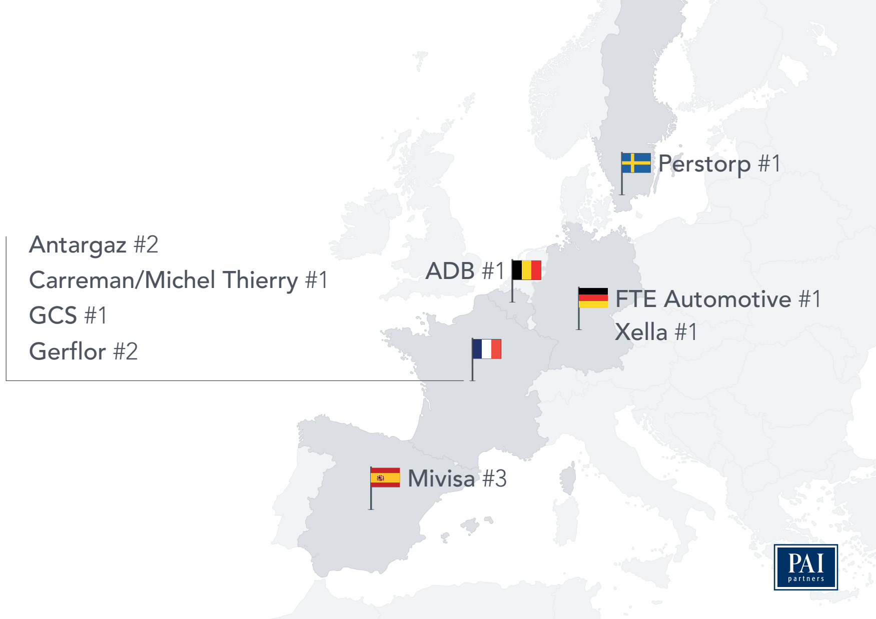
Within the wide spectrum of the General Industrials sector, PAI has built specific industry knowledge and investment experience in certain sub-sectors.

PAI focuses on a number of specific subsectors in the General Industrials space and is looking for investment opportunities typified by one or more of the following characteristics: manufacturers strongly positioned in niche markets under-exploited by competitors; companies which represent strong platforms from which to pursue a consolidation strategy; non core assets from large industrial companies which require refocus and re-energisation, market-leading European-headquartered industrial companies which are exposed to strong global growth particularly in Asia and emerging markets. In all cases we invest to grow the businesses.

PAI's buyout investments in the building materials sub-sector include **ADB** (world leader in airfield ground lighting), **Xella** (a worldwide leader in building materials), **Monier** (the world leading supplier of pitched roofing products) and **Gerflor** (PVC flooring). In packaging, PAI has led the buyouts of **Mivisa** (the #1 metal packaging manufacturer for the food industry in Spain) and **Global Closure Systems** (a world leader in plastic closures for consumer packaging). PAI has also led several buyouts in the automotive sub-sector, including the acquisition of **FTE** (the worldwide leader in clutch actuation systems for light vehicles) and **Michel Thierry** (the leading manufacturer of fabrics for automotive seats in Europe). In chemicals, PAI led the buy-out of **Perstorp,** a world leading producer of value ingredients for the paint, resin and coatings industries.

10 buyouts
since 1994

€737 million
average Enterprise Value



HEALTHCARE

PAI's interest in the European Healthcare market stems from the favourable demographics and the generally non-discretionary nature of the expenditure and consequent low cyclicality.

In healthcare services, attractive investment opportunities are driven by capacity expansion, consolidation amongst service providers and value creation through industrialisation and service improvement in what continues to be a fragmented and inefficient market. In pharmaceuticals, PAI is focused on off-patent or branded generic product portfolios with limited margin pressure, while in medtech PAI looks primarily at consumables businesses, rather than capital goods.

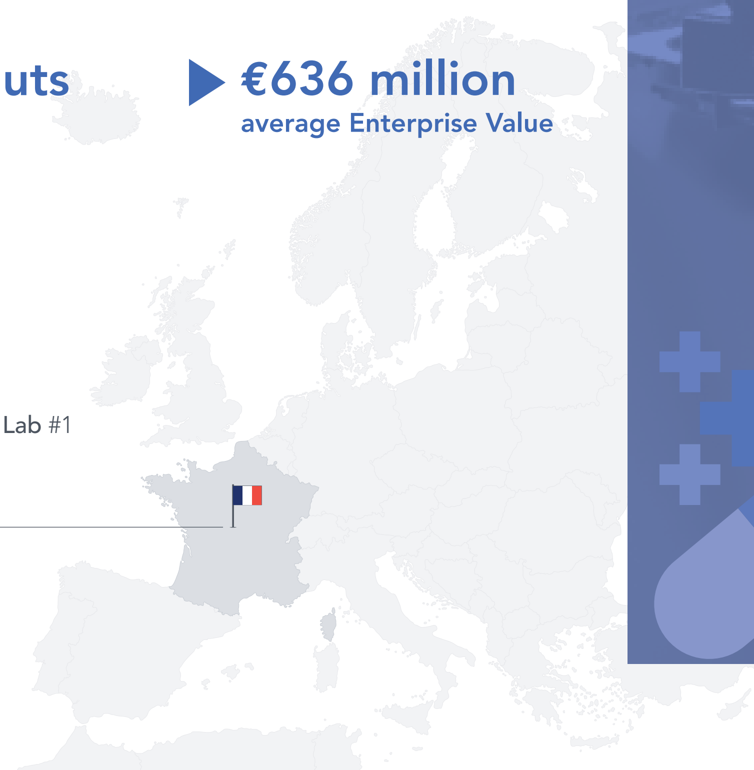
In the Healthcare sector, PAI has invested in **Cerba European Lab,** a European leader in clinical pathology. In the past, PAI has completed the buyouts of Ipsen (speciality pharmaceuticals) and **Ceva** (veterinarian pharmaceutical laboratory). PAI also contributed to the successful development of **Cepa** (speciality pharmaceuticals) as a majority shareholder, as well as **Alphamed** (private hospitals) and **Jouan** (bio-instrumentations).

CURRENT INVESTMENT

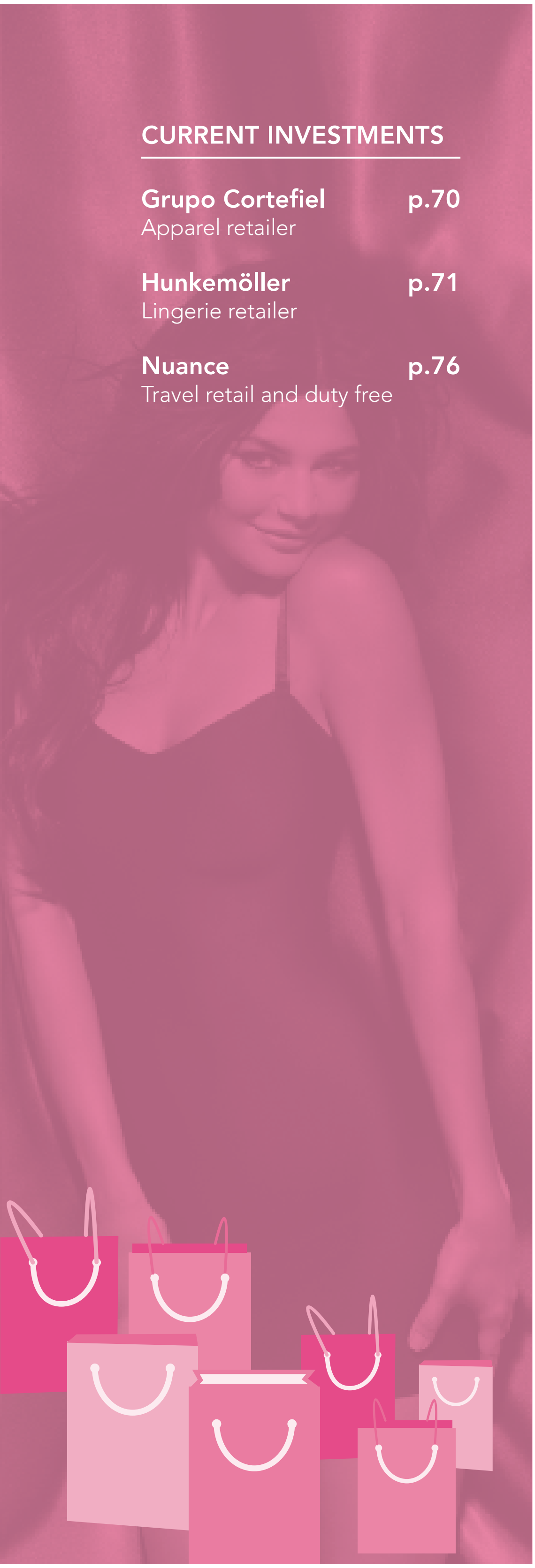
Cerba **p.68**
Biological laboratories

3 buyouts
since 1994

€636 million
average Enterprise Value



Cerba European Lab #1
Ceva #1
Ipsen #1



CURRENT INVESTMENTS

Grupo Cortefiel p.70
Apparel retailer

Hunkemöller p.71
Lingerie retailer

Nuance p.76
Travel retail and duty free

RETAIL & DISTRIBUTION

PAI has built extremely strong expertise in the retail & distribution industry. Through multiple investments in the sector, PAI has been able to generate strong returns by applying retail best practice across a number of underinvested or previously undermanaged retail companies.

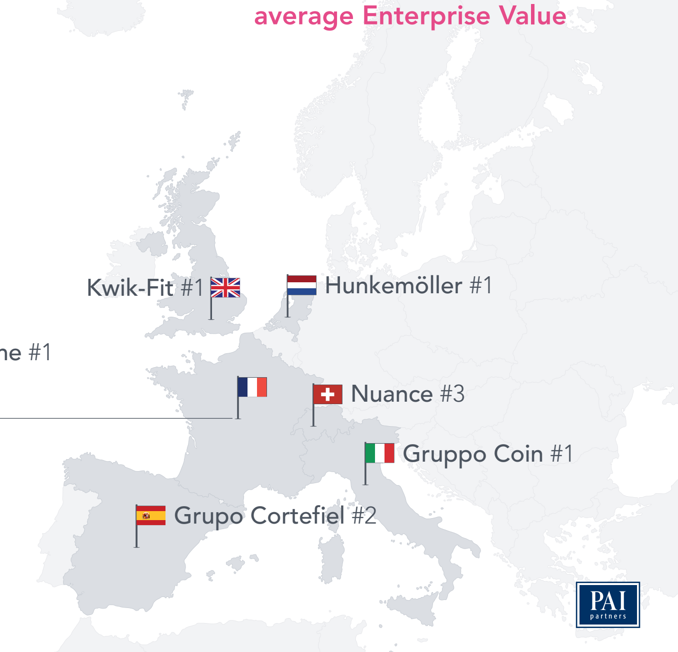
PAI has supported retail companies by growing them into national leaders through consolidation, investing in the repositioning of brands and rejuvenating store concepts to drive sales, and assisting in the reconfiguration and expansion of store networks. Furthermore, PAI has made a number of investments in the value apparel retailing segment and benefited from the strong long-term growth in this segment.

PAI's retail investments include **Nuance** (the worldwide #3 duty free retailer), **Hunkemöller** (a leading European specialist lingerie retailer), **Vivarte** (the leading value-for-money retailer of footwear and clothing in France), **Gruppo Coin** (the market leading apparel retailer in Italy), **Cortefiel** (the #2 clothing retailer in Spain) and **Camaieu** (a leading French fashion retailer).

PAI also has excellent knowledge of the professional retail sector through investments such as **Frans Bonhomme** (the leading distributor of plastic tubings and fittings for building and civil engineering in France) and **Point P** (a retailer of building materials).

7 buyouts
since 1994

€835 million
average Enterprise Value



ORGANISATIONAL CHART

The PAI team is organised around five Sector Teams and seven European offices as well as an Investment Group which assists in the execution of transactions and a Portfolio Performance Group which supports the optimisation of business performance in portfolio companies.

European Offices

> Paris

Lionel Zinsou (Chairman & CEO)
Michel Paris (CIO)

> London

Colm O'Sullivan
Chris Afors

> Luxembourg

Benoit Chéron
David Richy

> Madrid

Ricardo de Serdio
Federico Conchillo
Laura Muries Fenoll

> Milan

Raffaele R. Vitale
Roberto Ferraresi
Francesco Capurro

> Munich

Mirko Meyer-Schönherr
Stephan Schmid

> Stockholm

Ragnar Hellenius
Carl Settergren

Sector Teams

> Business Services
> Food & Consumer Goods
> General Industrials
> Healthcare
> Retail & Distribution

Michel Paris
Frédéric Stévenin
Edward Chandler
Fabrice Fouletier
Nicolas Holzman
Laurent Rivoire
Olivier de Vregille
Stefano Drago
Gaëlle d'Engremont
Violaine Grison
Mathieu Paillat

Investment Group

Fabrice Fouletier
Stéphane Roussilhe
Nicolas Brugère
Sébastien Veil
Alexandre Dejoie
Augustin Grandcolas
Albin Louit
Pauline Ammeux
Guillaume Leblanc
Bertrand Monier

Portfolio Performance Group

Alex Kesseler
Franck Temam

Investor Team

Richard Howell
Ivan Massonnat
Eleanor Chambers
Antoine Parmentier
Mélanie Tan

Finance Team & HR

Patrick Mouterde
Béatrice Luccisano
Brice Gilbert
Emmanuel Yvon
Yannis Josse
Agata Lorecka

Compliance & ESG

Blaise Duault

Sector Teams

PAI's sector professionals are based in Paris, and have many years of experience investing in businesses in their target industries with a pan-European perspective. Each sector team comprises Partners and Principals.

Sector teams are responsible for developing extensive knowledge about the opportunities and growth drivers in their sectors, and work together with the local offices to access target transactions. Deep sector knowledge makes PAI a natural partner for companies at a transformational point in their development requiring an informed, experienced shareholder.

Country Teams

PAI's regional offices are responsible for developing deep ties and relationships with the business community in their target markets, as well as working alongside sector teams to execute target transactions. PAI's local offices are typically headed by a Partner who is a national in their respective geography, supported by a small team of Principal and Director level professionals.

The combination of sector professionals with country office professionals in a deal team supports a "one firm" approach to deal doing, which is a key part of the PAI culture.

Investment Group

PAI's Investment Group is a centrally based, flexible resource that can be leveraged across regions to assist in deal execution. The Investment Group is led by Fabrice Fouletier, a Partner of the Firm, and is staffed by high quality junior and mid-level professionals.

Together with the Sector and Country Teams, the Firm's Investment Group manages all aspects of transaction execution, from the initial investment to exit, including M&A and refinancing activity during the holding period. In particular, the Investment Group focuses on accounting, legal and ancillary due diligence, debt financing, transaction documentation and financial modelling throughout the investment process. Members of the Investment Group also participate, when appropriate, in the monitoring of portfolio companies.

The flexible nature of the Investment Group allows PAI to apply heavy resources to target transactions wherever they occur across Europe, rather than being bound by national or sector team constraints.

The Portfolio Performance Group ("PPG")

The PPG is based in Paris, but members spend most of their time on site in the portfolio companies across Europe. The PPG team is led by senior professionals (Alex Kesseler and Franck Temam) averaging over 20 years of consulting and management experience.

Alongside the deal teams, the PPG assists in the identification, delivery and monitoring of specific operational performance improvements all along the investment cycle mainly through:

> Unlocking top-line growth

> Improving purchasing performance

> Optimising manufacturing and supply chain

> People management and organisational effectiveness.

The PPG also facilitates cross-portfolio initiatives, such as the Chief Purchasing Officers' Club ("CPO Club") and the Panel of referenced business consultants.

CPO Club

PAI's Investor Team

Building strong relationships with investors is an essential part of PAI's business. PAI has developed a well-resourced, open and transparent investor relations programme to execute this. Initiatives are led by PAI's Investor Team, currently composed of five members, based in London and Paris.

PAI's Investor Team is responsible for managing all interactions with fund investors and for coordinating all fundraising activity. The team focuses on ensuring all our investors are fully informed about PAI and the portfolio companies through a variety of different channels, including annual and mid-year investor meetings (in Paris, London and New York), quarterly financial reporting and deal-by-deal presentations. The Investor Team organises a continuous programme of individual meetings throughout the year.

The Investor Team is also responsible for ensuring that PAI is fully coordinated around the broader investment activities of its limited partners, whether in the form of co-investment appetite, mezzanine or senior debt. The team, most of whom have significant deal-related experience, is responsible for understanding the investment objectives of investors and working with the deal teams to make sure these are incorporated as part of the execution process.

Within the Investor Team certain individuals also retain additional responsibility for capital markets activities, including managing relationships with debt providers and working with the deal teams to ensure that PAI optimises its access to the best capital structure, whether at the point of acquisition or for subsequent refinancings.

PAI's Finance Team

The primary objective of PAI's Finance Team is to provide comprehensive financial information to investors on a regular and timely basis. The team also designs and monitors the structuring of all funds and investment holding entities formed by PAI to provide a sound and efficient framework for investment execution while ensuring compliance with Funds' agreements and regulations.

At the fund level, PAI's Finance Team is responsible for legal, tax and regulatory structuring of the funds' vehicles. The team also provides investors with extensive financial information, including portfolio quarterly valuations, financial reports and individual capital accounts, together with specific financial and tax information in response to investors' requests. This financial information is shared with PAI's investors on the dedicated extranet platform.

At the portfolio level, PAI's Finance Team is in charge of developing and reviewing the transaction structures, and working with PAI deal teams and advisors to guarantee swift deal execution and a smooth exit. Throughout the life of a deal, the team manages and adapts the holding chains, notably in case of add-on acquisitions and refinancing.

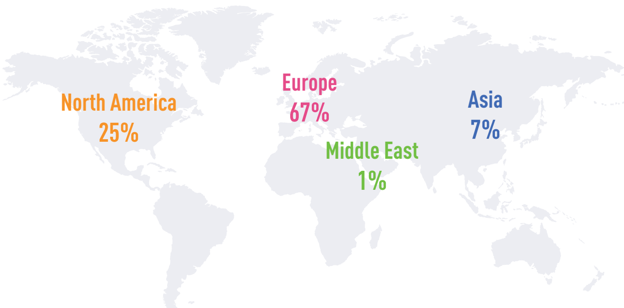
In addition, PAI's Finance Team is responsible for the administration of the management company in all respects including legal, regulatory, tax, accounting, HR and IT matters.

Investors' extranet site

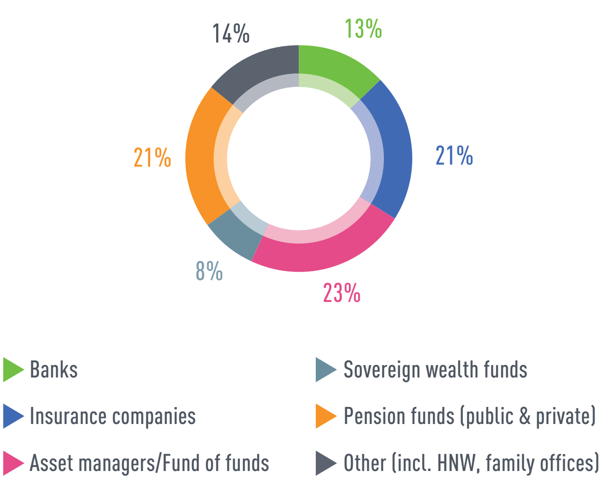
PAI's investor base

PAI's investors include pension funds, insurance companies, governmental organisations, banks, fund of funds and high net worth individuals from Europe, North America, the Middle East and Asia. For PAI Europe V, capital was sourced from over 150 investors in 23 countries, with a split as follows:

Investor breakdown by Region (in value)



Investor breakdown by Type (in value)

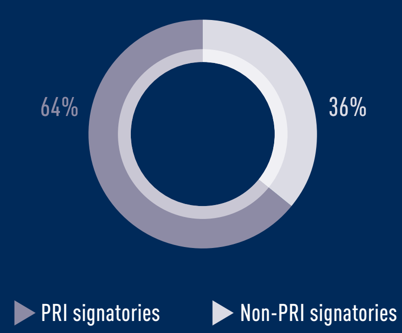


UN PRI signatories

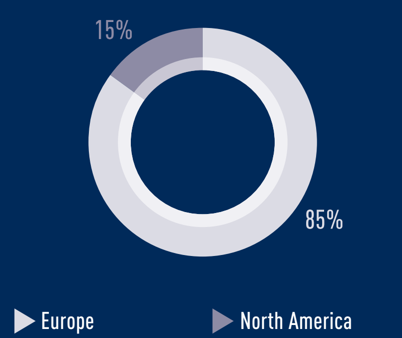
Breakdown of PAI's top Investors

A growing and significant number of PAI funds investors take into account sustainability issues. 64% of the largest investors in PAI's latest fund have signed the UN Principles for Responsible Investment, a voluntary framework for investors and asset managers to embed responsible investment in their decision-making and ownership practices.

Breakdown of PAI's top 50 investors*



PRI signatories breakdown by regions



*50 investors representing 75% of PAI's latest fund commitments.

FIRM GOVERNANCE

PAI has a clear, rigorous and highly transparent governance process, as outlined below.

Investment Committee

PAI's Investment Committee ("IC") is the core engine for all investment (including follow-on investments and refinancings) and exit related decisions. It is chaired by Michel Paris, the CIO, and run on a consensual basis with nine Partner members, with meetings / calls held at least weekly and open to the whole Partner group and the Investor Team. Sector Teams and Country Teams report to the IC, which oversees the Firm's investment strategy and approach for all investment matters (including significant portfolio developments, acquisitions, refinancings etc).

The deal teams put forward transaction opportunities to the IC which is responsible for making decisions. A proposal will not go ahead if two or more IC members vote against it.

The IC is also assisted by the Investment Appraisal function, which supplements the deal teams' input with an independent assessment and analysis of potential investment opportunities, including key transaction highlights and risks.

Executive Committee

The Executive Committee ("Comex") oversees the management (non-investment decisions) of PAI Partners SAS, including all decisions relating to the strategy, operations and general administration (e.g., strategic planning, investor relations, human resources, finance and budgeting).

The Comex is chaired by Lionel Zinsou and comprises seven other Partners. Decisions are made on a simple majority basis.

Supervisory Board

The Supervisory Board of PAI Partners SAS is an independent body comprised of five senior professionals from outside the Firm, all with long and distinguished careers. Its members are elected by the Partners of PAI. It is chaired by Amaury de Seze, former Chairman & CEO of PAI.

The Supervisory Board provides governance oversight, including validation of Partners' compensation and carried interest allocations.

Investment Committee

Michel Paris (Chairman)
Nicolas Holzman, Richard Howell, Mirko Meyer-Schönherr, Ricardo de Serdio,
Frédéric Stévenin, Raffaele Vitale, Olivier de Vregille, Lionel Zinsou

Investment Appraisal

Olivier de Vregille

Executive Committee

Lionel Zinsou (Chairman)
Nicolas Holzman, Richard Howell, Mirko Meyer-Schönherr,
Michel Paris, Ricardo de Serdio, Frédéric Stévenin, Raffaele Vitale

Supervisory Board

Amaury de Seze (Chairman)
Charles Bouaziz, Jean-Marie Burguburu, Patrick Nahon-Fauchier, Patrick Ponsolle

PARTNER BIOGRAPHIES

Edward Chandler

Edward Chandler joined PAI in 2004 and is a member of the Healthcare Sector Team.
Edward has been involved in a number of transactions including Cortefiel and Xella.
Edward arrived from Merrill Lynch where he spent six years in investment banking and worked principally with financial sponsor clients on the execution of buyside, sell-side and IPO transactions. Prior to this, he spent five years at Unilever in various operating and management roles.

Federico Conchillo

Federico Conchillo joined PAI in 2007 and is a member of the Spain Team.
He has been involved in a number of transactions including Swissport and Cortefiel. Prior to this, Federico spent seven years with Merrill Lynch in the Investment Banking Group in Madrid and London and two years at The Boston Consulting Group.

Fabrice Fouletier

Fabrice Fouletier joined PAI in 2001 and is a member of the Retail & Distribution Sector Team and also heads the Investment Group.
He has been involved in a number of transactions including Yoplait, Panzani, Saeco, Chr. Hansen, Perstorp and Hunkemöller.
Prior to this, Fabrice spent three years with Bankers Trust / Deutsche Bank working in the French Corporate Finance department and then in the European Acquisition Finance Group in Paris and London.

Ragnar Hellenius

Ragnar Hellenius joined PAI in 2008 and is responsible for the Nordic Team.
He has more than 10 years of experience in management consulting having worked for Accenture, McKinsey & Company and Booz Allen Hamilton. At McKinsey & Company he was a member of the Corporate Finance and Private Equity practices, advising European Private Equity firms on investments, portfolio company value creation and exits. Prior to joining PAI, Ragnar worked as CFO and deputy CEO for UnibetPlc, a European online gaming company.

Nicolas Holzman

Nicolas Holzman joined PAI in 1998 and is a member of the Business Services Sector Team.
Nicolas has been involved in a number of transactions including Frans Bonhomme, Provimi, Compagnie Européenne de Prévoyance, Spie, Monier, Atos, Swissport, Kiloutou and IPH. Prior to this, Nicolas spent six years with Bossard-Gemini Consulting.

Richard Howell

Richard Howell joined PAI in 2009 and heads the Investor Team, responsible for managing all interactions with the Firm's investors as well as its debt financing activities.
Richard arrived from Lehman Brothers (and following its acquisition, Nomura) where he was a Managing Director and Head of the European Corporate & Leveraged Finance group. He was also a member of Lehman's Global High Yield Commitment Committee. Prior to joining Lehman, Richard worked at UBS in London and Hong Kong. He began his career at Hambros Bank in London.

Ivan Massonnat

Ivan Massonnat joined PAI in 2000 and is a member of the Investor Team.
On joining PAI, Ivan worked as a member of the investment team (where he was involved in a number of transactions including Elis). From 2004 Ivan worked in PAI's fundraising and investor relations functions. In 2008, he joined the newly created mid-market fund Fondations Capital as Partner, Chief Operating Officer. In December 2010, he re-joined PAI. Prior to this, Ivan spent four years at Paribas, holding an e-business consulting role to various business lines within the investment bank in Paris, New York and London.

Mirko Meyer-Schönherr

Mirko Meyer-Schönherr joined PAI in 2007 and manages PAI's Germany Team.
Mirko has been involved in a number of transactions including Xella, Hunkemöller and FTE. Mirko started his professional career with McKinsey & Co. in Munich where he spent nine years as a Partner in the Retail & Consumer sector. In 1997 he joined KarstadtQuelle AG, one of the largest non-food retailers in Europe, where he spent four years as an Executive Vice President and a member of the Management Board in charge of marketing/sales/ecommerce and purchasing. He joined Apax Partners in 2001 where he was a Partner and European Head of the Retail & Consumer sector.

Patrick Mouterde

Patrick Mouterde joined PAI as member of the Finance Team in 1998 and became Chief Financial Officer in 2006.
Prior to this, Patrick spent eight years with Arthur Andersen as a manager in the Audit Department.

Colm O'Sullivan

Colm O'Sullivan joined PAI in 2006 and heads PAI's UK Team. Colm has been involved in a number of transactions including United Biscuits, Kwik Fit and Perstorp.
On joining PAI, Colm was a member of the Consumer Goods team based in Paris. Since November 2008, he has managed PAI's UK Team. Colm arrived from Deutsche Bank where he spent eight years in the Financial Sponsors Group working on a number of advisory and financing transactions for European Private Equity Firms. Prior to this, he spent six years with Hambros Bank in London and New-York working on various debt capital market and advisory transactions.

Michel Paris

Michel Paris joined PAI in 1984 and is Chief Investment Officer. He co-manages the Firm with the Chairman & CEO. He is also responsible for the Business Services, General Industrials and Retail & Distribution Sector Teams.
Michel has almost 30 years of investment experience with PAI. Michel has been involved in a large number of transactions including Sogeres, Bouygues Telecom, Atos, Equant, Elior, Frans Bonhomme, Kiloutou, Nuance, Swissport, Elis, Vivarte, Saur, Coin, Kwik Fit, Cortefiel, Monier and Xella. Prior to this, Michel spent two years with Valeo.

Laurent Rivoire

Laurent Rivoire joined PAI in 2001. He is a member of the General Industrials Sector Team.
Laurent has been involved in a number of transactions including FTE, Global Closure Systems and Michel Thierry. From 1991 to 1996 Laurent worked for Bossard Consultants in Paris and from 1998 to 2001 for the Investment Banking Division of Goldman Sachs International in London.

Ricardo de Serdio

Ricardo de Serdio joined PAI in 1999 and has, since then, managed PAI's Spain Team.
Ricardo has been involved in a number of transactions including Mivisa, Cortefiel and Swissport. Ricardo began his career with Arthur Andersen in Madrid and subsequently worked at Deutsche Morgan Grenfell in London in the Equity Capital Markets department. He joined Paribas in January 1996 in the Corporate Finance Group, responsible for Spain and Portugal where he advised on numerous Spanish M&A transactions and structured equity offerings for medium-sized companies.

Frédéric Stévenin

Frédéric Stévenin joined PAI in 1993 and is responsible for the Food & Consumer Goods and Healthcare Sector Teams.
Frédéric has been involved in a number of transactions including Panzani, Amora Maille, William Saurin, Antargaz, Yoplait, Elis, Panzani-Lustucru, Saeco, Chr. Hansen, UB, Kaufman & Broad, Cerba European Lab and Marcolin. Frédéric first joined PAI in 1993 and spent five years in the Food & Beverage team. In 1998, he joined Deutsche Bank / Bankers Trust in the European Acquisition Finance Group as a Director and subsequently as Managing Director. In June 2001, he returned to PAI. Prior to this, Frédéric spent four years with Banque Paribas in the Advisory team of the Private Banking division.

Raffaele Vitale

Raffaele Vitale joined PAI in 2002 and heads PAI's Italy Team. He has been involved in a number of transactions including Saeco, Coin and Nuance.
Prior to PAI, Raffaele spent ten years in the Corporate Finance Department of Chase Manhattan Bank in New York, London and Milan. In 1993, he became one of the founding partners of Vitale Borghesi & Co which in 1998 became part of the Lazard Group.

Olivier de Vregille

Olivier de Vregille joined PAI in 1983 and is a member of the General Industrials and Business Services Sector Teams, and also heads the Investment Appraisal function. Olivier has been involved in a number of transactions including Eiffage, Antargaz, Saur, Spie, Monier and Xella.
Prior to PAI, Olivier worked with Paribas Capital Markets.

Lionel Zinsou

Lionel Zinsou joined PAI in 2008 and is Chairman and Chief Executive Officer.
Lionel started his professional career as a lecturer and professor in economics at Paris University and was a member of the department of Industry's Ministerial office and of the Prime Minister's office. In 1986, Lionel joined Danone where he held various positions including Group Corporate Development Director, Managing Director of HP and Lea & Perrins and was a member of the Group Executive Committee. In 1997, Lionel joined the Rothschild Bank as General Partner; he was Head of the Consumer Products Group, Head of Middle East and Africa and a member of the Global Investment Bank Committee.
He was appointed Chairman and CEO of PAI in 2009.

SUPERVISORY BOARD BIOGRAPHIES

Amaury de Seze

Chairman of the Supervisory Board

Amaury de Seze started his career in 1968 at Bull General Electric. In 1978, he joined Volvo Group, one of the world's largest producers of trucks, buses and construction equipment where he successively held the positions of Deputy CEO of Volvo France, Chairman & CEO of Volvo France, Chairman & CEO of Volvo Europe, Member of the Group Executive Committee of AB Volvo and Member of the Strategic Committee of Renault Volvo.

He joined Paribas group in 1993 as Member of the Management Board of Compagnie Financière de Paribas and Banque Paribas and Founding Partner, Chairman & CEO of PAI. Amaury is currently Vice Chairman of Power Corporation of Canada. He serves on the Board of Directors of Carrefour, Groupe Bruxelles Lambert, Imerys, Publicis, Suez Environment and Thales.

Charles Bouaziz

Charles Bouaziz is CEO of Ontex, a large European FMCG company and was previously a Partner at PAI. Prior to that Charles held a number of senior positions during his 23 years in the consumer goods industry. He spent his early career at Michelin and Procter and Gamble before joining PepsiCo in 1991 as Marketing Director of France and Belgium. In 1996 he became General Manager of a group of countries including France, Germany, Italy, Switzerland and Austria.

In 2008, Charles was appointed President of PepsiCo Western Europe. In 2010, he left PepsiCo and became CEO of Monoprix.

Jean-Marie Burguburu

Jean-Marie Burguburu began his career with the French law firm, Gide Loyrette Nouel in 1976 and has been a member of the Paris Bar since 1966.

Jean-Marie is a Member of the Strategic Committee at H.I.G. Capital in London and has previously served as the President of the Paris Bar (2004 - 2005), a Member of the French National Council of the Bars and a Member of the French delegation to the European Bar.

Patrick Nahon-Fauchier

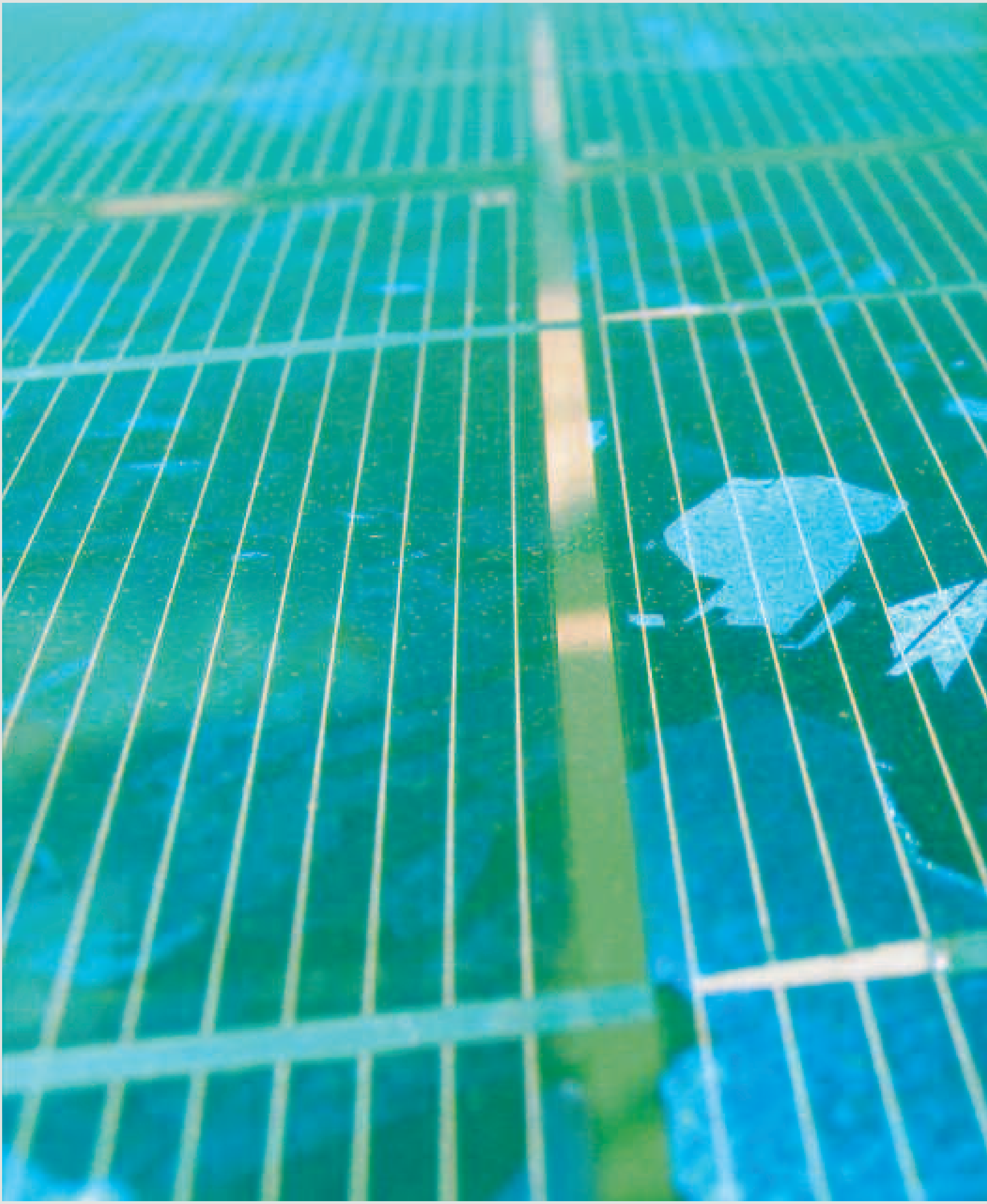
Patrick Nahon-Fauchier has been Chairman of Bluwan since 2009 and is also the Managing Director for Bluwan UK. Bluwan provides carrier-grade multi-gigabit wireless solutions with fibre-like speeds and capacity.

Prior to joining Bluwan, Patrick co-founded Fauchier Partners, a specialised financial company. As Chairman, he led Fauchier Partners to become a market leader in the management of Funds of Hedge Funds.

Patrick Ponsolle

Patrick Ponsolle started his career in 1973 as a civil servant in the French Ministry of Economy and Finances. In 1983, he moved to the corporate sector and became managing director of Compagnie de Suez. He was promoted to member of the Board and CEO in 1991. Between 1983 and 1993, Patrick was also a non executive director of Elf Aquitaine and France Telecom. In 1993, Patrick Ponsolle left Suez and became Co Chairman of the Eurotunnel Group.

In 2001, Patrick moved to become Vice Chairman of Morgan Stanley International and Chairman of Morgan Stanley France. More recently, Patrick joined Rothschild as a Vice Chairman in Europe.



ENVIRONMENT, SOCIAL & GOVERNANCE

PAI has a long-term approach to investing and is committed to growing businesses. PAI's investment strategy naturally engenders a responsible approach to its portfolio companies.

The past decade has seen businesses giving greater prominence to sustainability and environmental, social and corporate governance (ESG) issues. This is partly due to the emergence of ESG global trends such as climate change, population growth and natural resources diminution, but also to increasing regulation and to a wider interest in corporate practices from stakeholders including institutional investors, trade unions and the news media.

While PAI has always taken a long-term and responsible approach to investing, in 2010, PAI signed the United Nations Principles for Responsible Investment (PRI) in order to formally recognise the importance of ESG concerns. In 2012, PAI Partners decided to further strengthen its formal commitment to these concerns by starting the process to incorporate a comprehensive Responsible Investment Programme into the investment decision process. As such, PAI's Environmental, Social and Governance strategy has now acquired a central importance in the firm's activities.

ORGANISATION

A Sustainability Forum has been created. It is an informal setting where all PAI members interested in sustainability can discuss, share ideas, events and opinions and assist in devising the internal strategy to further develop sustainability issues at the workplace. The Sustainability Forum has already identified several levers on which we could act simply and efficiently in order to improve our environmental and social practices.

PORTFOLIO MANAGEMENT

During the investment period we monitor and assess our portfolio in order to:

- Check the portfolio company's compliance with all legislation relating to ESG matters;
- Ensure timely implementation of any action plan for ESG improvements;
- Encourage and assist the managers of the portfolio company to work towards continuous improvement;
- Ensure that any new risks and issues, as well as opportunities for improvement that may emerge are managed appropriately;
- Monitor any serious incidents involving portfolio companies that result in loss of life, serious injury, material effect on the environment, or material breach of law;
- Report on key performance indicators (KPIs) to the Sustainability Committee, the investment committee, the Supervisory Board and to investors. ESG issues should be discussed at the portfolio company's board meetings and reported to investors at least once a year;
- Assess PAI Partners' strategy taking into account changes, for example, in regulation, markets and technology, over the entire investment period;
- Provide public information about its ESG policies and the performance of portfolio companies available to the broader public on our website and annual reports.

Our engagement, our expertise, our vote and our resources are the "top-down" levers to encourage companies. Our monitoring tools are the means to track progress over time and to compare results with initial objectives.

A high proportion of PAI's portfolio companies have incorporated ESG issues within their processes and shareholder reporting for a number of years, and many of them have already joined the UN Global Compact.

PORTFOLIO REVIEW AND RESULTS

In order to screen our entire portfolio investments, a first ESG review was conducted in 2011 by an external consultant, providing a set of priority measures according to the level of ESG implementation, the size and the resources and the field of activity of every portfolio company. An update was performed in 2012 and incorporated a detailed ESG questionnaire, in order to assess our companies' progress over time, to compare initial goals and results on a yearly basis, to identify KPIs and to address new recommendations.

The review has allowed the establishment of a set of recommendations, prioritised and approved by PAI Partners and the company's top management. Year after year, the portfolio ESG review will assess our companies' progress over time, compare action plans and results, and monitor KPIs.

PAI ESG commitments

Our investment strategy, based on majority ownership and a long-term approach to value creation, naturally leads to a responsible approach to our portfolio companies. We are aware of the fact that our portfolio businesses affect the lives of many people and we acknowledge the social and environmental responsibilities that our investments bring.

Our commitments:

- Integrate ESG within our investment process
- Ensure timely improvement in ESG performance of our portfolio companies
- Provide transparent information and disclose ESG aspects to our investors
- Be consistent with our principles and apply the same ESG standards we demand of portfolio companies to PAI offices and people
- Promote ESG amongst our peers and the Community

As majority shareholders, we are in a position to have a major influence on many aspects of our portfolio companies. Our approach focuses on driving sustained and shared value through initiatives that benefit not only our investors but also our portfolio companies' employees and managers, as well as other stakeholders, the environment, and society in a broader sense. We believe that one of the key strengths of the private equity governance model is that the alignment of interests between investors, company management teams and other stakeholders encourages long term value creation. Importantly, sustainable value creation involves the increase in a company's operational efficiency, not solely in traditional financial terms, but also in their use of natural resources and in the creation of strong employee relations.

The review reflects the wide variety of sectors, size, and company revenues characterising PAI's portfolio. What KPIs most frequently highlight are matters of energy consumption, sustainability reporting and supply chain management.

We rely on an integrated ESG strategy and focus on key ESG improvements in order to create value throughout the investment period.

THE PAI SUSTAINABILITY CLUB

Where common ESG issues are affecting the portfolio companies, we encourage them to share best practice and experience, providing knowledge and expertise. Since 2011 we have organised a bi-annual meeting, the PAI Sustainability Club, with the objective of gathering together all ESG managers or teams at our portfolio companies. During this seminar, presentations, workshops and lessons with ESG and consulting professionals are provided.

- **11 & 12 December 2012**
  Responsible procurement
- **4 & 5 June 2013**
  The Planetworkshops: achieving a successful transition (Paris, UNESCO)

ATOS: AMBITION ZERO CARBON

Atos is the European leader in outsourcing and managed services. The company has 90 multi-customer datacentres in 31 countries. Since 2008, Atos has undertaken an annual evaluation of the carbon footprint of the entire company, covering all of its activities. This initiative involves identifying the main sources of emissions and taking the right actions to reduce the volume of CO_2 (directly or indirectly) emitted.

The approach is twofold: to reduce the carbon footprint of the organisation and operations, while providing to clients the smartest services in terms of environmental footprint.

Atos' Carbon Neutral Hosting Services are based on four key activities. Firstly, an energy efficiency programme to reduce Power Usage Effectiveness (PUE), reinforce virtualisation, close energy inefficient datacentres after consolidation and promote green innovation. Secondly, a Global Carbon Audit programme applied to all its main datacentres. Thirdly, a renewable energy sourcing strategy. And, finally offsetting the carbon emissions produced by its datacentres (81,373 t CO_2).

Ambition Zero Carbon for clients

Based on its own internal Carbon Management programme which demonstrates a significant business case, Atos has packaged the Ambition Zero Carbon initiative in an offering which enables companies to realise the benefits of carbon performance management as a part of the company's profitability.

Smart travel

The Atos travel policy establishes strict processes concerning business travel. The policy strongly encourages remote meetings and favours smart transportation wherever possible. All travel bookings must be made via a platform, applying the travel policy in the booking process with a workflow of control and validation.

Car fleet

Thanks to the car fleet's initiative and the efforts of the Atos workforce, the average of pollution per kilometre has decreased from 145 gCO_2/Km (2009) to 126gCO_2/Km (2012). In addition, in 2012 Atos developed an electric fleet car powered by renewable electricity and designed for business travel.

Kiloutou's core business is perfectly tailored for sustainability: equipment rental services allow people to share and use an equipment or a machine with a lower environmental impact, by paying for their utilisation and not for their possession.

KILOUTOU: A BUSINESS AT THE CORE OF ECONOMY AND SOCIETY

YES ! Kiloutou's vision for 2020

Kiloutou's vision for 2020 has been co-constructed by both employees and customers. It articulates Kiloutou's goals and duties for the next 20 years by focusing on 4 strategic aims.

- A clear, complete and integrated offering of equipment and services with a fair price aligned to their value
- The best experience for Kiloutou's clients
- A decentralised organisation to be close to customers, wherever they live or operate
- A competent, skilled and satisfied team

"Give me Five" programme

The Give me five programme enables Kiloutou's employees to become shareholders in the LBO alongside PAI, in order to allow them to participate in the benefits of success and to align better the interests of the company, its investors and its employees. Today, 50% of the employees have already become shareholders, and another 284 will join soon.

UN Global Compact

On 26 December 2012, Kiloutou officially became a signatory of the United Nations Global Compact. The UN Global Compact is a strategic policy initiative for businesses that are committed to aligning their operations and strategies with ten universally accepted principles in the areas of human rights, labour, environment and anti-corruption. The Global Compact is the largest voluntary corporate responsibility initiative in the world.

Education and talent retention

Employees are regularly trained via e-learning. Programmes focus on teaching a trade to those who have less education in order to permit career progression to the more ambitious. Every 2 years, an internal opinion survey covering all employees is conducted. In 2012, the internal opinion survey was conducted for the 5th time.

XELLA'S ENERGYPLUS HOUSE

EnergyPlus house produces energy rather than consuming it. With the pilot project "M1", Xella has developed and built Germany's first EnergyPlus house. The concept is now being implemented on a detached, single-family house, which is to be lived in for two years. The test family moved in in December 2012.

The building is the M1 EnergyPlus Massivhaus, a solid-walled house from Xella Technology and Research Division headed by Director Torsten Schoch. "We would like to create a practical solution that shows that energy-saving buildings can also be realised on a normal budget," said Schoch about the project. Ytong Energy+ units were used to build the M1 Massivhaus.

The "M1" project forms part of the EfficiencyHousePlus Network, with which the German Ministry of Transport, Construction and Urban Development is promoting model projects that meet the EnergyPlus house standard[1].

Over 80% of the energy a household consumes per year is used for heating. The construction materials industry makes a considerable contribution to the reduction of the primary energy demand of buildings through the development of highly thermally insulating materials.

The new all-mineral Ytong Multipor composite thermal insulation system offers the right thermal protection, both in new-build houses and in modernisation.

[1] In its publication on the allocation of grants for model "plus-energy" housing projects, the Federal Ministry of Transport, Building and Urban Development defines the plus-energy house standard as achieving negative annual primary energy use (Qp < 0 kWh/(m^{2}a)) combined with negative annual final energy use (Qe< 0 kWh/(m^{2}a)).

PORTFOLIO

PAI invests in market leaders, with a view to building fundamentally better companies with significant strategic value for subsequent owners.

Current PAI investments

16
companies, with operations in over

50
countries, representing

€22 billion
in revenues and employing over

158,000
employees

ADB
#1 WORLDWIDE

ABD is the world leader in airfield ground lighting. ADB has installed products in 2,000 airports across 175 countries and is the undisputed #1 player in Europe, North America, the Middle-East, Africa, Latin America and Asia (excluding China). ADB generates 44% of its sales in emerging markets.

KEY ACTIONS TO CREATE STRATEGIC VALUE

▶ Operational initiatives

ADB management has started to implement the operational initiatives programme, notably increasing the share of purchasing from lower cost countries, leveraging the new manufacturing plant in China, pursuing selective redesign to cost initiatives, as well as selective in-sourcing initiatives.

▶ M&A strategy

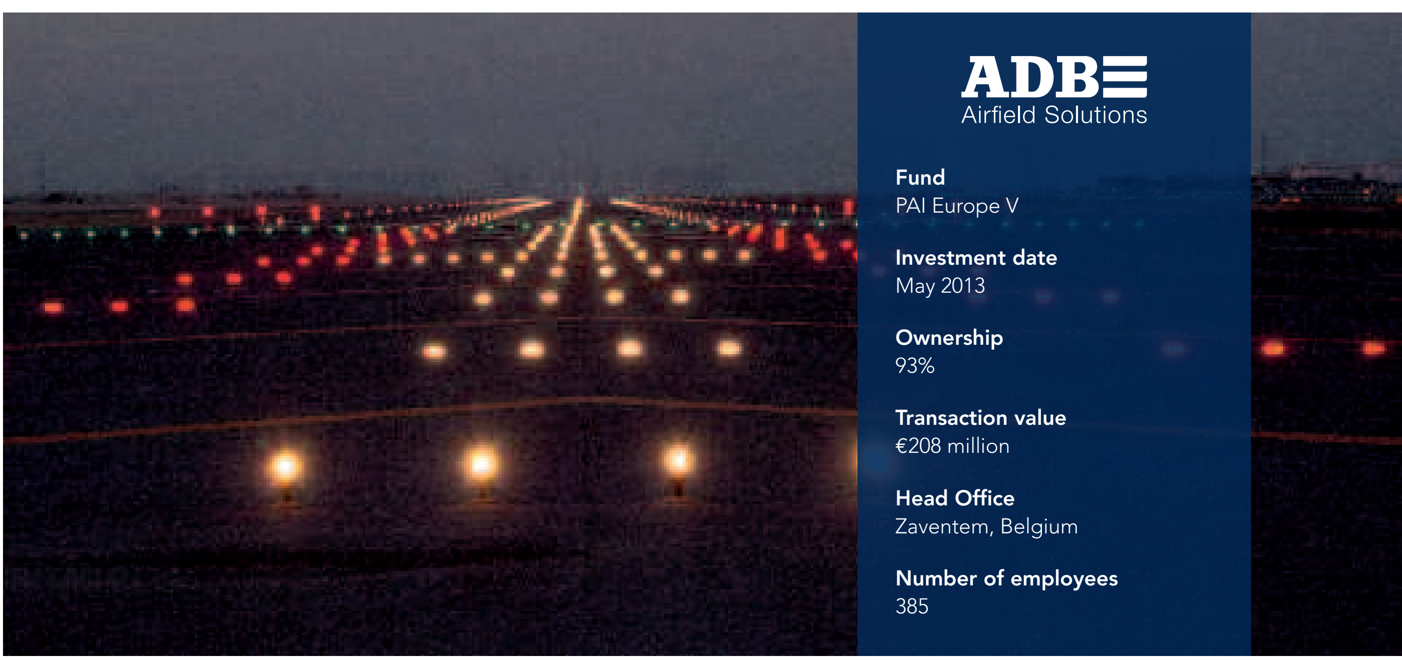
PAI and ADB management are approaching some of the M&A targets that had been identified during the due diligence. PAI is looking at targets both in the Airfield Ground Lighting segment to reinforce ADB's footprint in specific regions and product lines and in adjacent sectors in order to expand ADB's product offering into synergistic activities.

KEY ESG INITIATIVES

Towards green airports

Part of its strong commitment to sustainability, 'green thinking' is engrained in all of ADB's business operations. As airports place increasing importance on reducing their environmental impact, ADB's green airport philosophy can assist with a spectrum of energy-efficient products and solutions. In fact, ADB has developed the industry's first comprehensive, energy-efficient airfield ground lighting system that covers all lighting applications and power supply solutions from landing to gate.

One of the principal technologies used to achieve these goals is LED lighting. LED fixtures reduce energy consumption and also enhance the performance, efficiency and safety of products. According to statistics, LED lights can reduce energy consumption by up to 90% when compared to traditional incandescent fixtures. For airports looking to meet their sustainability goals, ADB also provides advisory services. Airports around the world can thus rely on ADB as an environmentally conscious partner who supports their efforts with high quality, energy-efficient products and solutions.



ADB Airfield Solutions

Fund
PAI Europe V

Investment date
May 2013

Ownership
93%

Transaction value
€208 million

Head Office
Zaventem, Belgium

Number of employees
385

KEY ACTIONS TO CREATE STRATEGIC VALUE

▶ Organic growth
Strategic focus put on Managed Services and Payment Processing business lines, which generate stronger growth and profitability. At the end of 2012, the group decided to carve-out Atos payment and merchant transactional activities around Atos Worldline to position the company as a European leader in the payment space.

▶ External growth
Transformational acquisition of Siemens IT Services (SIS) closed in July 2011. The group pro-forma revenue increased to €8.5 billion from €4.9 billion and staff went up by 21,000 full time equivalent.

▶ Operational improvements
TOP (Total Operating Performance) restructuring programmes, improved the group's operating margin from 4.8% in 2008 to 6.6% in 2012, with further benefits to come from the integration of the SIS business.

▶ Cloud computing
Development of an attractive cloud offering (€200 million revenue in 2012) to catch the ongoing shift to cloud business.

KEY ESG INITIATIVES

Zero email programme

Embracing a new way of working. One of the key building blocks for creating a great place to work is Atos' Zero email™ ambition. A move to Zero email™ addresses the challenges that organisations face as a result of the continuing explosion in data.

Atos' aim is to eradicate all emails between employees by using improved communication applications as well as new collaboration and social media tools. The Zero email™ programme aims to promote a new work environment based on best-inclass communication and collaboration technologies while eradicating internal emails between employees by the end of 2013.

ATOS
#3 EUROPE

Atos is one of Europe's largest IT services companies, with annual revenues of c. €8.8 billion. Atos offers a full range of services through four business lines: Managed Services, Systems Integration, High-Tech Transactional Services (HTTS) & Specialised Businesses, Consulting & Technology Services.

Atos is quoted on the Paris Eurolist Market.

Atos

Fund
PAI Europe V

Investment date
July 2008

Ownership
21.3%

Transaction value
€2.8 billion

Head Office
Paris, France

Number of employees
c. 76,400

CERBA EUROPEAN LAB
#1 FRANCE

Cerba European Lab ("CEL") is a European leader in the clinical pathology business and the only operator in Europe covering all three market segments, namely Specialty (from France, serving 45 countries), Routine (in France and Benelux, with over 150 labs) and Central lab (from sites over four continents).

KEY ACTIONS TO CREATE STRATEGIC VALUE

▶ External growth

Completion of 32 add-on acquisitions since 2010, representing over €100 million additional revenues and resulting in market share gain and cost saving synergies. This strategy is being pursued in 2013 on the basis of a strong consolidation pipeline.

▶ Operational improvements

Cerba has created new technical platforms and implemented IT changes in the French routine business line. Cerba also launched various cost optimisation workstreams in particular on the Specialty lab with the help of PAI's Portfolio Performance Group and has reinforced the commercial firepower of Central lab.

▶ Refinancing

The company issued a €365 million high yield bond in January 2013, providing the company with significant flexibility to pursue its acquisition strategy.

KEY ESG INITIATIVES

> HR Handicap policies, both at the group and suppliers' level.

> Waste sorting in almost every laboratory in order to improve recycling and reduce waste sent to landfill or incinerators.

> Company car fleet: cars have been chosen according to their full annual cost and their CO_2 emissions.

> Paperless processes.

Cerba European Lab

Fund
PAI Europe V

Investment date
July 2010

Ownership
77%[1]

Transaction value
€551 million

Head Office
Saint-Ouen l'Aumône, France

Number of employees
1,800

[1] *PAI Europe V and co-investors combined hold 76.6% of the equity, 100% of the shareholders loan and as a consequence c. 95% of the economic rights; PAI Europe V holds 78.3% of these amounts.*

KEY ACTIONS TO CREATE STRATEGIC VALUE

▶ Group creation and management reinforcement

PAI completed the carve-out from Crown Holding and the creation of a stand-alone group, with new central functions (business development, innovation, manufacturing, purchasing) and a new management (CEO and several Business Unit directors were replaced).

▶ Operational efficiency improvement

Renegotiation of customer contracts, purchasing savings and inventory optimisation and productivity programmes in Germany and Spain. Specific lean manufacturing initiatives in selected plants.

▶ Strategic refocus

Closure of two sites and two sub-scale plants in Switzerland and Asia respectively in 2006. Disposal of the Beverage US division in 2010 and downsizing of a number of Eastern Europe plants. Expansion in the Philippines.

▶ Cash flow management

Strong cash-flow management through working capital monitoring and factoring programmes.

KEY ESG INITIATIVES

CapGreen Project

Cap Green focuses on the reduction in consumption of resources and making products and processes more sustainable.

Examples of focus areas:

> Products & operations
Right-weighting and Innovation
Energy reduction
Materials: degradable, biodegradable and renewable resources and Green HDPE supply.

> Waste and Packaging
Waste reduction is currently in place in all sites, with the objective of reaching "zero waste to landfill". Community programmes for cap collection & recycling have already been implemented.

GLOBAL CLOSURE SYSTEMS

#1 EUROPE

Global Closure Systems ("GCS") is one of the largest worldwide designers and manufacturers of plastic closures and dispensing systems for consumer goods.

GCS is the market leader in Europe, and holds niche positions in the Americas and Asia.

global closure systems

Fund
PAI Europe IV

Investment date
October 2005

Ownership
97%

Transaction value
€580 million

Head Office
Saint Cloud, France

Number of employees
3,300

GRUPO CORTEFIEL
#2 SPAIN

Grupo Cortefiel is the #2 apparel retailer in Spain and operates three main store concepts through 1,840 outlets: Cortefiel, aimed at men and women over the age of 35; Springfield, aimed at younger men and women; and Women'Secret, the leading underwear retailer in Spain.

KEY ACTIONS TO CREATE STRATEGIC VALUE

▶ Investment in growing the business

Commercial surface expanded from 1,150 points of sales in 2006 to 1,870 today. Cortefiel Women successfully repositioned its product offering. Cortefiel initiated an ambitious international growth projects both with local partners (franchises) as well as through D.O.S.

▶ Enhancement of operating efficiency

Gross margin improved through the complete transformation of the supply chain (production shift to Asia, new logistics platform optimising inventory management and logistic costs).

▶ Ongoing reorganisation in the context of the economic downturn

To mitigate the consequences of a weak consumer environment in Spain, the company launched a far-reaching cost savings plan, exited sub-scale businesses, and repositioned/strengthened underperforming formats.

KEY ESG INITIATIVES

Code of conduct

> Grupo Cortefiel will not purchase merchandise or contract any services from manufacturers or suppliers who do not operate in accordance with ethical, acceptable conditions and working practices.

Commitment to society

> Committed to its environment and determined to make a difference, Grupo Cortefiel has an active social programme covering numerous areas and cooperation projects. These projects supported tend to reflect the values of each individual brand, as well as the interests of its customers and employees. The group supports a dozen of charity projects.

GRUPOCORTEFIEL

Fund
PAI Europe IV

Investment date
September 2005

Ownership
31%[1]

Transaction value
€1.45 billion

Head Office
Madrid, Spain

Number of employees
6,500

[1] *Jointly owned with CVC (31%) and Permira (31%)*

KEY ACTIONS TO CREATE STRATEGIC VALUE

▶ Store expansion in Germany and beyond

Opening of 20 new stores in Germany in FY12/13, more than 30 planned for FY13/14. Hunkemöller has become the leading specialist lingerie retailer in Germany. In addition, opening of 5 stores in Austria and 8 planned for FY13/14. Entry into the Swedish market. Flagship stores fostering brand image in each key market. International growth supported by franchise agreements.

▶ Profitability improvements

New trade terms agreed with suppliers, supply chain efficiency, cost savings at head office level, strict payback monitoring of new store openings, and better stock control.

▶ Marketing refocus

Targeted marketing actions to drive traffic and increase volume. Strengthened digital offering and e-commerce platform. Launch of new product lines (sportwear, teenage range, shape wear and cosmetics) and signing of a representation contract with new lead model Sylvie Van der Vaart.

KEY ESG INITIATIVES

Responsible supply chain

Hunkemöller requires its suppliers to:

> Be compliant with the ILO (International Labour Organisation) conventions

> Have attained a rating of at least 'Good' in an SAI accredited audit during the past 2 years.

If suppliers do not meet these requirements, Hunkemöller will instigate an Action Plan which could result in termination of the relationship.

Business Social Compliance Initiative

Hunkemöller has been a member of BSCI (Business Social Compliance Initiative) since 2003 and is dedicated to the improvement of working conditions in its supply chain. Audit and reporting according to BSCI or SA8000 are part of the contract Hunkemöller has set with its suppliers.

HUNKEMÖLLER

#1 BENELUX AND GERMANY

Hunkemöller is a vertically integrated women's lingerie retailer with number one positions in Benelux and in Germany. The brand is positioned as "value for money" lingerie, both fashionable and affordable.

hunkemöller

Fund
PAI Europe V

Investment date
January 2011

Ownership
97%

Transaction value
€265 million

Head Office
Hilversum, The Netherlands

Number of employees
1,890 (as of Jan. 2013)

IPH
#1 FRANCE

IPH is a major B2B distributor of industrial supplies in Europe. The company provides a logistics link between fragmented customer and supplier bases as well as value added services and technical advice.

KEY ACTIONS TO CREATE STRATEGIC VALUE

▶ Market consolidation

Strong opportunity to continue growth via acquisitions of mid and large-size companies.

▶ Organic growth

Focus on organic growth through large accounts and technical product lines. Operational efficiency improved through the integration of past acquisitions and 2 French networks while increasing gross margin on the back of better monitored pricing policy and improved product mix.

KEY ESG INITIATIVES

Apprenticeship

The IPH network takes in young apprentices every year. Apprentices are monitored by tutors, themselves trained to monitor their progress and integration. Apprenticeships lead to a job in more than 90% of cases.

In-service training

- Technical courses: organised either locally for technical sales teams with the support of IPH's partner suppliers in the group's main trades or by central IPH training network.
- Information systems: a number of in-situ or e-learning modules are designed for different categories of users of IPH's businesses.
- Sales and management: IPH networks design and run personalised programmes leading to sales and management jobs. Some of these courses lead to diplomas.
- Customised: courses are offered to staff wishing to learn more about specific areas of expertise.

Fund
PAI Europe V

Investment date
February 2013

Ownership
96%[1]

Transaction value
€465 million

Head Office
Lyon, France

Number of employees
c. 3,300

[1] *Including LP co-investment.*

KEY ACTIONS TO CREATE STRATEGIC VALUE

▶ **Operational improvements**
Improvement of purchasing function (implementation of regional purchasing platforms, rationalisation of the product ranges), recurring SG&A reduction plan, closure of underperforming regional agencies, improvement of working capital management and complete re-engineering of both budgeting process and cash forecast systems.

▶ **Dynamic product offering management**
Adaptation of products to meet changing demand (more first time buyers, smaller homes) and market trends (high environmental quality, development of student homes, residences with services) and redeployment of the office building business.

▶ **Management**
Appointment of a new CEO in July 2013.

▶ **Focus on commercial activity**
Renewed and increased commercial offer led to an increase in market share from 4.6% in 2009 to 6.1% in 2012.

KEY ESG INITIATIVES

BBC Buildings

K&B mandated a thermal engineering firm to optimise and spread best practices, technical solutions and information concerning the implementation of BBC (Bâtiment Basse Consommation) programmes amongst all K&B managers. In 2012, 92% of units under construction (housing starts) were certified by labels such as BBC, THPE (Très Haute Performance Énergétique) or H&E (Habitat & Environnement).

NéoGreen: a "PassivHaus"

"Passive" houses are a new concept of housing, offering the best environmental performances while permitting savings of 90% energy and heating compared to a traditional building.

In 2012, Kaufman & Broad designed and developed NéoGreen, an estate of 10 "PassivHaus" in Vauréal, near Paris.

KAUFMAN & BROAD
#3 FRANCE

Kaufman & Broad ("K&B") is a leading French developer and builder of homes and apartments, focused on middle-end to high-end construction. The company manages every stage of real estate development, from identifying the land for acquisition, to the sale of the homes.

KAUFMAN & BROAD

Fund
PAI Europe IV

Investment date
July 2007

Ownership
81%[1]

Transaction value
€1.5 billion

Head Office
Neuilly sur Seine, France

Number of employees
c. 740

[1] PAI holds 81% of FG 8 which holds 89% of K&B

KILOUTOU
#2 FRANCE

Kiloutou is the #2 equipment rental company in France operating c. 400 outlets, with a large product offering focused on light equipment. It serves a wide range of customers including construction and services groups, small and medium size enterprises and individuals.

KEY ACTIONS TO CREATE STRATEGIC VALUE

▶ Consolidation of the French market

Six add-on acquisitions completed since PAI investment, representing additional sales of c. €120 million which combined with organic growth has led to a market share increase from 9.5% to 14%. Acquisitions include BM Location, the #3 player in the French rental market, TopLoc, the leader in the Lyon Region and four smaller acquisitions in the lifting equipment sector (GML, SIME, Starlift and Urbaparc). Synergy realisation from acquisitions is ahead of plan.

▶ Organic growth actions

Opening of 13 outlets in 2011 and 11 in 2012 and significant investment to increase the stock base to serve the growing market.

KEY ESG INITIATIVES

Carbon Footprint Assessment

In December 2012, Kiloutou published its first carbon footprint assessment. Kiloutou is now able to provide the global environmental assessment of its products, comprising the company's own impact and estimates of that of its customers.

Kiloutou Evolution Label

Kiloutou Evolution is a label that allows customers to select equipment for rental according to low energy consumption, best safety performance, reduction of noise pollution and less painful working conditions.

Fund
PAI Europe V

Investment date
June 2011

Ownership
56%[1]

Transaction value
€535 million

Head Office
Marcq en Barœul, France

Number of employees
c. 3,200

[1] *Ownership of the controlling holding, the economic interest of PAI being 32%.*

KEY ACTIONS TO CREATE STRATEGIC VALUE

▶ Worldwide presence

Worldwide leader in its sector with 12 highly regarded licensed brands and distribution in more than 100 countries. Europe accounts for 47% of sales (of which 13% in Italy), North America for 28%, Far East for 12% and the rest of the World for 13%.

▶ Management

Reinforcement of the management team in January 2013: new Head of Sales and Marketing and new CFO with extensive experience in M&A and international organisations.

MARCOLIN

#4 WORLDWIDE

Marcolin is the global #4 player in the design, manufacture and wholesale distribution of branded luxury eyewear. Marcolin's portfolio includes highly regarded brands such as Tom Ford, Diesel, Swarovski, Montblanc, Tod's, Balenciaga, Cavalli and Timberland.

KEY ESG INITIATIVES

Improving environmental management

As a part of its operations, Marcolin promotes environmental protection throughout its supply chain, involving suppliers, customers and other stakeholders. For each business, the Group has identified environmentally-sensitive activities and risks.

Supplier Code of Conduct

Marcolin requires its suppliers to sign a "Supplier Code of Conduct", under which suppliers must meet International Labour Organization (ILO) standards and other minimum requisites set by Italian and international health, safety and environmental regulations.

Systematic suppliers' audits on ESG-related aspects have started in 2013.

MARCOLIN
EYEWEAR

Fund
PAI Europe V

Investment date
December 2012

Ownership
80%

Transaction value
€280 million

Head Office
Longarone, Italy

Number of employees
c. 1,000

NUANCE
#3 WORLDWIDE

Nuance is a leading player in the global airport travel retail and duty-free industry with c. 80% of sales coming from the core duty free categories of Perfumes & Cosmetics, Liquor & Tobacco and Confectionary. The company operates over 293 outlets across 52 airports and 17 countries.

KEY ACTIONS TO CREATE STRATEGIC VALUE

▶ New concessions and M&A activity

In 2012, Nuance has been awarded new concessions in emerging international airports such as Mumbai, Kuala Lumpur, St. Petersburg, in Bulgaria, and in the USA. The company also secured the long-term extension of some key licenses such as Geneva, Toronto and all Swedish airports. Acquisition of 45% remaining stake not already owned in Turkish business at value accretive multiple.

▶ Profitability improvement

Launch of a specific project to improve retail effectiveness and increase margins.

▶ Strengthened management team

Reinforcement of the management team with a new head of Business Development, a new CFO, and a new Treasurer.

KEY ESG INITIATIVES

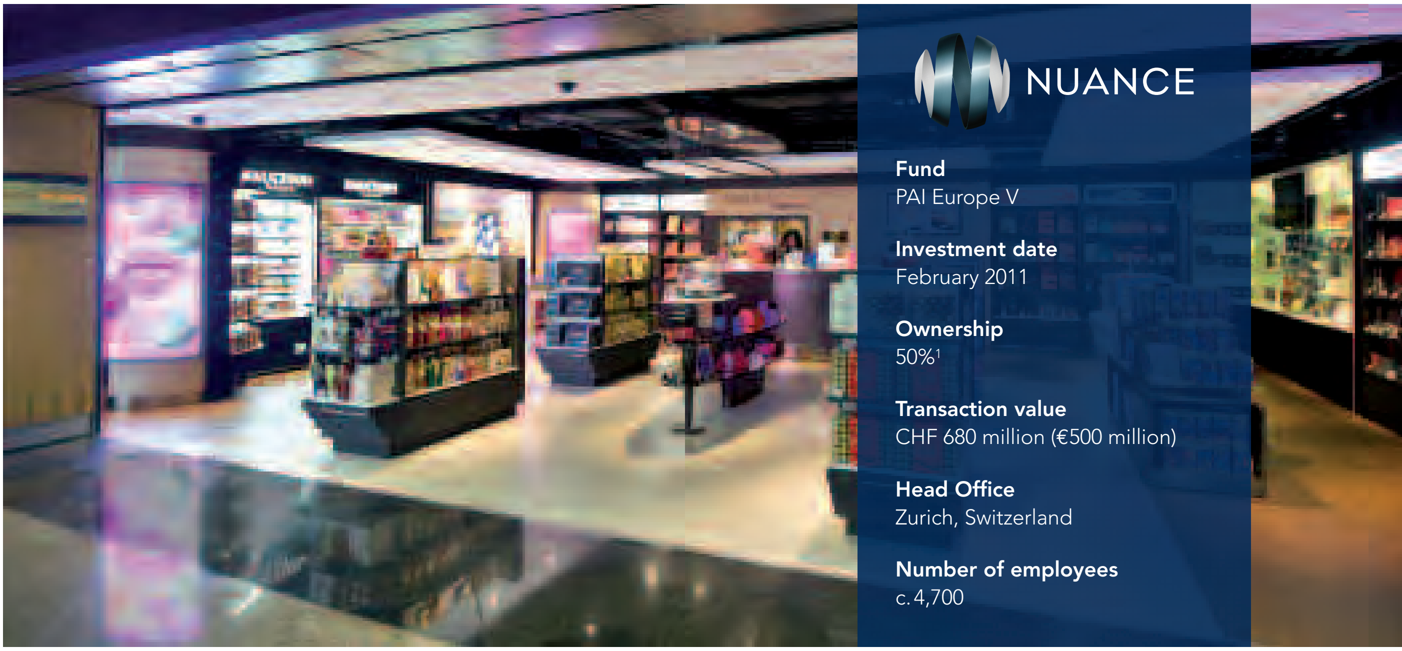
Corporate citizenship

> Nuance-Watson Hong Kong supported "Save the Children" through its "Time to Give – WE Care • WE Share" initiative in February 2012.

> In August 2012 Nuance Australia joined forces with Australian rugby league star player Benji Marshall and the Children's Cancer Institute of Australia to help kids sidestep cancer.

Green retail operations management

In September 2012 Nuance-Watson Hong Kong was rewarded with five Gold Awards at the Hong Kong International Airport (HKIA) Environmental Responsible Retail Recognition Scheme 2012 in recognition of its excellent "green" management of its retail operations and its continuous commitment to enhancing HKIA's environmental track record.



NUANCE

Fund
PAI Europe V

Investment date
February 2011

Ownership
50%[1]

Transaction value
CHF 680 million (€500 million)

Head Office
Zurich, Switzerland

Number of employees
c. 4,700

[1] *Jointly owned with Gruppo PAM.*

KEY ACTIONS TO CREATE STRATEGIC VALUE

▶ Investments to bolster profitable organic growth
Solid growth prospects in the Americas and Asia with capex spent on expansion projects including the completion of a new plant in China, the ramp-up of the caprolactone production in the UK and the launch of the large Valerox project (new generation plasticisers).

▶ M&A activity
Seven add-on acquisitions completed since investment, disposal of majority stake in the non-strategic Isocyanates business and disposal of Formox catalyst business to Johnson Matthey Plc.

▶ Management
Strengthening of the management team and creation of Business Groups dedicated to the high growth Asian and Latin American Regions. New CEO appointed in June 2013 to lead the company through a new phase of growth.

▶ Refinancing
Successful refinancing in 2012 through a high yield bond.

KEY ESG INITIATIVES

Carbon Footprint (CFP)

Perstorp has calculated the Carbon Footprint assessment of all its products (from cradle to gate) in partnership with the SP Technical Research Institute of Sweden. Carbon Footprint (CFP) calculation are based on lifecycle assessment principles, including emissions from each step of the production chain, from the extraction of raw material to the final product.

Perstorp Performance System (PPS)

Perstorp Performance System is based on safety, with the goal of minimising risks in the workplace. As a result of PPS, more employees in various higher risk areas are involved in safety training with programmes such as behavior-based safety, improved accident investigations, personal protective equipment and risk analysis amongst other things.

PERSTORP

A WORLDWIDE LEADER

Headquartered in Sweden, Perstorp is the world leader in the production of added value chemical additives mainly for the coatings and resin industry. Perstorp's main markets include a number of fast growing segments within powder, radiation cured or waterborne, as well as niches within adhesives and plasticiser segments.

Perstorp

Fund
PAI Europe IV

Investment date
December 2005

Ownership
97%

Transaction value
SEK 9.2 billion

Head Office
Perstorp, Sweden

Number of employees
1,500

R&R ICE CREAM
#2 EUROPE

R&R Ice Cream ("R&R") is the second largest take-home ice cream manufacturer in Europe with strong #1 positions in private label ice cream in the UK, France and Italy, a solid #2 position in private label ice cream in Germany and a growing portfolio of branded ice cream products.

KEY ACTIONS TO CREATE STRATEGIC VALUE

▶ Operational efficiency

Through the implementation of identified cost saving and process improvement programmes, product rationalisation, and integration of newly acquired activities.

▶ M&A activity

Since signing in April 2013, R&R Ice Cream has completed the acquisition of competitor Fredericks, which will further enhance the company's branded offering in the UK with the addition of brands such as Cadbury, Del Monte and Vimto.

KEY ESG INITIATIVES

Customers & suppliers

R&R is committed to ensuring that the principles of the Ethical Trading Initiative base code on worker welfare are followed throughout the business, including cascading this through the supply chain with the suppliers of the product bought.

Community

The company strives to be a good corporate citizen at all of its locations and fully recognises the responsibility to work in partnership with the communities in which R&R operates. Each year, the company donates 0.25% of its profits to local charities.

Fund
PAI Europe V

Investment date
July 2013

Ownership
96%[1]

Transaction value
€926 million

Head Office
Leeming Bar, UK

Number of employees
c. 3,000

[1] *Including LP co-investment.*

KEY ACTIONS TO CREATE STRATEGIC VALUE

▶ Enhancement of operating efficiency

Turnaround of underperforming units, assessment of purchasing and pricing efficiency, further roll-out of best practices and increased focus on cost-base.

▶ Acceleration of organic growth

Focus on winning new contracts, especially in emerging markets and enhancement of product offering to existing clients with new services and with a roll-out of commercial KPIs and best practices.

▶ Stronger emphasis on business development and M&A

New hirings to reinforce the team, set-up of an M&A team and committee. Acquisition of Flightcare and InterHandling in 2012, enabling significant expansion in Belgium and Spain.

SWISSPORT

#1 WORLDWIDE

Swissport is the world's #1 provider of ground and cargo handling services to airlines. The company operates in 179 airports across 36 countries and handles c. 118 million passengers and 3.5 million tonnes of cargo annually. Headquartered in Switzerland, it has strong market positions in many of its locations including Europe, the US, Latin America and Africa.

KEY ESG INITIATIVES

United Nations Global Compact

In 2011, Swissport joined the UN Global Compact. As a requirement of the UNGC programme, Swissport publishes annual reports on its ESG implementation efforts.

Going Green

With regards to the environment, Swissport runs several 'green' initiatives where focus topics are elaborated on.

> GSE (Ground Support Equipment) washing (waste water disposal): GSE washing areas are defined by authorities and waste water recuperation and special treatments are already in place, in compliance with country authorities' requirements.

> Fleet management plan concerns: GSE centralisation (less equipment and fleet use optimisation).

Fund
PAI Europe V

Investment date
February 2011

Ownership
98%[1]

Transaction value
CHF 1.2 billion (€926 million)

Head Office
Zurich, Switzerland

Number of employees
c. 40,000

[1] *Including LP co-investment.*

UNITED BISCUITS
#2 EUROPE

United Biscuits ("UB") is a leading European manufacturer and marketer of biscuits including major brands such as McVitie's Digestive, Penguin, Jaffa Cakes, Go Ahead!, BN, Verkade and Delacre. UB holds the #1 position in the UK and the #2 position across Europe.

KEY ACTIONS TO CREATE STRATEGIC VALUE

▶ Sale of Snacks division
Signing of an agreement with Intersnack Group for the value accretive disposal of the snacks division, KP Snacks, in December 2012.

▶ Geographic expansion
Investment in an Indian biscuit factory to serve the growing Asian and Middle East markets. Signing of an agreement and significantly enhance the business in the Middle East.

▶ Focus on profitability
Comprehensive procurement strategy in order to counteract commodity price inflation, development of various cost reduction initiatives such as a LEAN programme in production and negotiation of price increases with major retailers.

▶ Management
New CEO appointed in May 2013 to lead next growth phase of the company through reinvigorated marketing efforts.

KEY ESG INITIATIVES

Main achievements of UB's environmental programme

> 34% reduction in carbon emissions since 1996

> 52% reduction in water use since 2007

> Zero waste to landfill across all UB sites

> 17% reduction in the environmental impact of our packaging since 2003

> The launch of the first biscuit wrapper recycling scheme in the UK

> 40% reduction in transport carbon emissions since 2005

> Over 20 million lorry miles taken off UK roads

> Market leading use of 100% certified sustainable palm oil with over 70% segregated through the supply chain

> Increased auditing of raw material suppliers so that over 95% are now on the Supplier Ethical Data Exchange (SEDEX) system.

Fund
PAI Europe IV

Investment date
December 2006

Ownership
50%[1]

Transaction value
£1.7 billion

Head Office
Hayes, United Kingdom

Number of employees
8,200

[1] *Jointly owned with The Blackstone Group.*

KEY ACTIONS TO CREATE STRATEGIC VALUE

▶ Consolidation of position in key markets

Construction of 3 new plants and refurbishment of 4 others since acquisition. Completion of 5 add-ons including main competitors in Czech Republic and Italy.

▶ Operational improvements

Implementation of a value enhancement programme to optimise cash management (capex and working capital), leverage the new purchasing platform and improve the company's cost base.

▶ Refinancing

Issuance of €300 million high yield bond in 2011 to increase flexibility for making add-on acquisitions.

KEY ESG INITIATIVES

Xella's first Sustainability Report

Xella has published its first sustainability report in 2012, documenting Xella's on-going activities and progress in the action fields market, processes, employees and compliance.
Xella's sustainability report was awarded the Silver Award by the LACP Vision Award, one of the most prestigious prizes for corporate publications worldwide.

Ecoloop

Ecoloop is Xella's innovative recycling plant, using lime to convert a wide variety of organic materials (biomass, plastic waste, materials containing oil or tar) into synthesis gas in a closed bulk material loop. Ecoloop was awarded the German Innovation Prize for climate and environment.

XELLA
#1 WORLDWIDE

Xella is a global leader in the Building Materials market. Present in more than 20 countries, it is the world's largest manufacturer of aerated concrete (aircrete) and calcium-silicate blocks. In lime and limestone, Xella is the second largest manufacturer in Germany.

Xella

Fund
PAI Europe V

Investment date
August 2008

Ownership
47%[1]

Transaction value
€1.6 million

Head Office
Duisburg, Germany

Number of employees
c. 7,000

[1] *Jointly owned with Goldman Sachs Capital Partners (47%).*

PAI FOUNDATION

In May 2012, PAI Partners launched a philanthropic initiative which supports not-for-profit actions promoting solidarity, with a focus in countries where PAI has an office. The main themes the foundation has chosen to support are education and training, professional re-integration, job/SME creation and social entrepreneurship.

PAI structured its foundation as a "Fonds de dotation" where governance is ensured by a committee of 12 PAI team members responsible for screening, selecting and monitoring projects.

In 2012, the focus was placed on professional re-integration projects, supporting seven associations accross France, Germany, Italy and Spain.

Groupe Ares

Ares is a French association founded in 1991 which enables the reintegration of long-term unemployed people into the field of work through its own companies "entreprises d'insertion", mainly specialised in business services. Ares also offers its participants assistance such as housing search, budget management, healthcare support and training. In 2011 it welcomed a total of 417 people.

PAI made a donation to support Ares' new project Log'ins which consists of a joint venture in logistics between Ares and Norbert Dentressangle's platform employing 25 disabled or marginalised people. The foundation is also involved in Ares' training program to improve the re-integration process. In this context, PAI members of the foundation are solicited to participate in interview simulations and coaching programmes.

Aurore

Aurore is a French not-for-profit organisation founded in 1871 and active in emergency accommodation, healthcare support and professional re-integration. It assists 7,400 people every year in hosting, treating and integrating.

PAI supports the Organic Gardens of Pont Blanc in Sevran (North of Paris), employing 50 people per year. It is a project created by the Aurore Trajectoires-Insertion (ATI) association which allows unemployed people to commit to activities such as gardening and selling organic vegetables. The foundation is working on their "business model" to reduce their deficit: improvement of the access to the garden, meetings with the authorities to double the surface cultivated, increase in the number of vegetable baskets sold, and communication.

Adie was founded in 1989 and is today the main French microfinance institution. It gives marginalised people, without access to traditional bank credit, the opportunity to create their own company or develop their own project through the provision of microcredit. In 2011, 10,000 people were supported by Adie.

PAI financially supports Creajeunes, a programmes to help young people develop their entrepreneurial project. It also participates in the Board of Examiners at the end of the Creajeunes programmess.

Apprentis d'Auteuil is a French Catholic organisation founded 150 years ago which provides education and training to young people in difficult circumstances, with the ultimate goal of enabling them to be fully integrated into the working world. Assistance ranges from alternative schooling to full accommodation provided to young people aged from 0 to 25. In 2011 Auteuil helped 13,700 young people.

PAI made a donation to their DEPAR project in Trappes which offers individual coaching to 60 young people to build their professional skills.

Fundacion Juan XXIII founded in 1986 and based in Madrid, provides professional and social re-integration for disabled people. Their support varies depending on the degree of disability: day centres for people with high dependence, occupational centre for people with medium-low dependence and special employment centres (logistics, catering, document management…) for people able to work.

PAI has made a donation to support the three activities, currently involving 400 disabled people.

Joblinge is a German organisation founded in 2008 by BCG and BMW which offers tutoring, individual coaching, professional orientation services as well as training and qualifying internships for young people. It has already welcomed 600 adolescents who participate in programmes of up to 6 months.

PAI made a donation to the Ruhr region of Joblinge (Essen) in order to develop a new branch.

Permicro is the first Italian institution specialised in microcredit, founded in Turin in 2007. It gives access to credit to people who are excluded by traditional credit instruments, for their business projects or for personal emergencies. Since its creation Permicro has already made 2,635 microloans.

PAI has contributed to the cost of screening, selection and follow-up of entrepreneurial projects.

TEAM MEMBERS

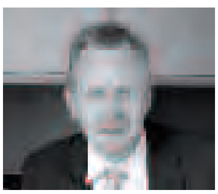

Christopher Afors
Investment Director


Pauline Ammeux
Investment Officer

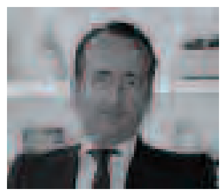

Nicolas Brugère
Principal


Francesco Capurro
Investment Director


Eleanor Chambers
Principal


Edward Chandler*
Partner


Benoît Chéron
Manager


Federico Conchillo*
Partner


Alexandre Dejoie
Investment Director


Stefano Drago
Principal

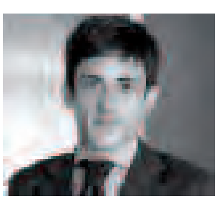

Blaise Duault
Principal


Gaëlle d'Engremont
Principal


Roberto Ferraresi
Principal

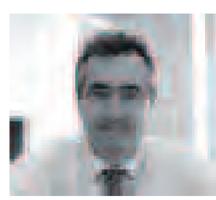

Fabrice Fouletier*
Partner

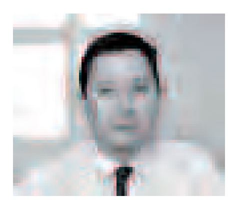

Brice Gilbert
Investment Director


Augustin Grandcolas
Investment Director


Violaine Grison
Principal


Ragnar Hellenius*
Partner


Nicolas Holzman*
Partner


Richard Howell*
Partner


Yannis Josse
Finance Officer


Alex Kesseler
Principal


Guillaume Leblanc
Investment Officer


Agata Lorecka
Analyst

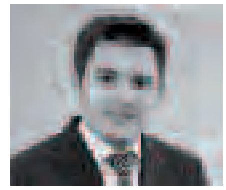

Albin Louit
Investment Director

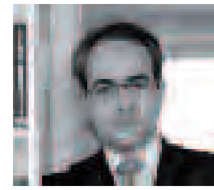
* *See biographies on p.52-53*


Béatrice Luccisano
Manager


Ivan Massonnat*
Partner


Mirko Meyer-Schönherr*
Partner


Bertrand Monier
Investment Officer

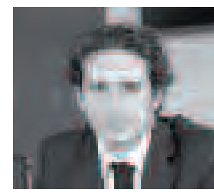

Patrick Mouterde*
Partner


Laura Muries Fenoll
Investment Director


Colm O'Sullivan*
Partner


Mathieu Paillat
Principal


Michel Paris*
Chief Investment Officer


Antoine Parmentier
Investment Director


David Richy
Manager


Laurent Rivoire*
Partner


Stéphane Roussilhe
Principal


Stephan Schmid
Investment Officer

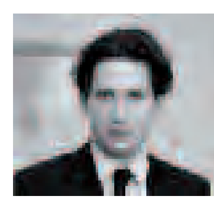

Ricardo de Serdio*
Partner


Carl Settergren
Investment Director

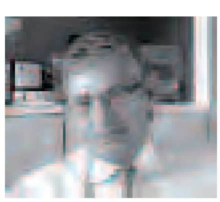

Frédéric Stévenin*
Partner


Mélanie Tan
Analyst


Franck Temam
Principal


Sébastien Veil
Principal


Raffaele Vitale*
Partner


Olivier de Vregille*
Partner


Emmanuel Yvon
Investment Director


Lionel Zinsou*
Chairman and CEO

** See biographies on p.52-53*

OFFICE LOCATIONS

PARIS

PAI Partners
232, rue de Rivoli
75054 Paris cedex 01
France

T: +33 (0)1 43 16 63 00
F: +33 (0)1 43 16 63 89
E: pai.paris@paipartners.com

LONDON

PAI Partners
4th Floor, 4 Albemarle Street
W1S 4GA London
United Kingdom

T: +44 (0) 207 297 4660
E: pai.london@paipartners.com

MILAN

PAI Partners
Via della Posta, 8
20123 Milano
Italy

T: +39 02 85 45 151
E: pai.milan@paipartners.com

LUXEMBOURG

PAI Partners S.à.r.l.
12 rue Guillaume Schneider
L-2522 Luxembourg
Luxembourg

T: +352 26 26 97 71 77
E: pai.luxembourg@paipartners.lu

MUNICH

PAI Partners GmbH
Luisenstrasse 14
D-80333 München
Germany

T: +49 89 5151 4650
E: pai.munich@paipartners.com

MADRID

PAI Partners
Calle José Ortega y Gasset
21, 3° Derecha
28006 Madrid - Spain

T: +34 91 590 22 50
E: pai.madrid@paipartners.com

STOCKHOLM

PAI Partners AB
Kungsträdgårdsgatan 12, 3 tr
111 47 Stockholm
Sweden

T: +46 8 440 57 90
E: pai.stockholm@paipartners.com

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Éconéo

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www.paipartners.com