



## REPORT OF THE BOARD OF DIRECTORS OF ALANTRA PARTNERS, S.A. IN RELATION TO THE APPOINTMENT OF BERTA DE PABLOS ÁLVAREZ AS AN INDEPENDENT DIRECTOR OF THE COMPANY

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### 1. Purpose of the report

This report is prepared by the Board of Directors of Alantra Partners, S.A. ("**Alantra**" or the "**Company**") in compliance with the provisions of sections 4 and 5 of article 529 *decies* of Royal Legislative Decree 1/2010, of 2 July, which approves the revised text of the Spanish Companies Act (the "**Companies Act**") and its purpose is to justify the proposal for the appointment of Ms. Berta de Pablos Álvarez as an independent director, for subsequent submission for the approval of the General Shareholders' Meeting of the Company, assessing for such purposes the competence, experience and merits of the aforementioned director.

By virtue of the foregoing, the Board of Directors' assessment of the competence, experience and merits of Ms. Berta de Pablos Álvarez is set out below. Berta de Pablos Álvarez, and her suitability to perform her duties as an independent director of the Company, in view of the reasoned proposal made by the Appointments and Remuneration Committee of the Company at its meeting held on 27 February 2024, pursuant to section 4 of the aforementioned article 529 *decies* of the Companies Act, which the Board endorses in all its terms.

The aforementioned proposal of the Nomination and Remuneration Committee is attached as an **Annex** to this report of the Board of Directors.

This report also contains, for the purposes of article 518.e) of the Capital Companies Act, full information on the identity, curriculum vitae and category to which Ms. De Pablos Álvarez belongs.

### 2. Justification of the proposal

#### 2.1. Professional and biographical profile

Ms. Berta de Pablos Álvarez holds a degree in Agricultural Engineering from the Polytechnic University of Valencia, a Master's degree in Food Science and an MBA in Fashion Management from the French Fashion Institute (*Institut Français de la Mode*).

From January 2020 to January 2024, Ms. De Pablos has held the position of Chairperson and CEO of the French champagne brands Moët Chandon, Dom Perignon and Mercier, belonging to the group LVMH (Louis Vuitton Moët Hennessy).

Ms. De Pablos - Álvarez's career has been mainly in the food and fashion sectors. She started at Mars, with positions of responsibility for the Middle East, Europe and Spain (she was General Manager in Spain between 2005 and 2007). After working for the luxury group Boucheron and Lacoste, where she was head of marketing, in 2015 she returned to Mars in the United States and since then has held various positions, most recently CGO (Chief Growth Officer).

Details of his professional and academic career are attached in the report-proposal prepared by the Appointments and Remuneration Committee attached hereto as Schedule 1.



## 2.2. Valuation

The Board endorses the proposal made by the Appointments and Remuneration Committee and considers that the curriculum vitae and professional profile of Ms. Berta de Pablos Álvarez, her track record and her international recognition and experience demonstrate that she has the appropriate skills, experience and merits to hold the position of director of the Company.

## 2.3. Qualification

In view of the curriculum vitae of Ms. Berta de Pablos Álvarez, and in view of her personal and professional qualifications, the Board considers that Ms. De Pablos Álvarez can perform her duties without being conditioned by relations with the Company, its significant shareholders or its executives, which justifies her qualification as an independent director.



## Schedule 1

### **PROPOSAL - REPORT FROM THE NOMINATION AND REMUNERATION COMMITTEE TO THE BOARD OF DIRECTORS FOR THE APPOINTMENT OF A NEW INDEPENDENT DIRECTOR OF THE COMPANY**

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#### **1. Background**

At the proposal of the Board of Directors of Alantra Partners, S.A. (the "**Company**"), the Ordinary General Meeting of the Company held on 27 April 2023 resolved to increase the composition of the Board of Directors by one (i.e. to 10 members). This resolution was adopted with the aim of promoting the addition of a new member to the Board to contribute to a greater gender diversity, internationalisation and sector specialisation of the Board.

At the initiative of the Chairman of the Board, and following the mandate of the General Meeting to fill the newly created vacancy, this Nomination and Remuneration Committee has held interviews and presentations and has selected Ms. Berta de Pablos Álvarez, as the candidate to fill the vacancy. The aforementioned candidature is submitted to this Committee for preliminary evaluation and subsequent information and proposal for appointment, if applicable, to the Board so that the latter may in turn propose her appointment to the General Shareholders' Meeting.

#### **2. Purpose of the report**

By virtue of the foregoing, this proposal-report is prepared by the Appointments and Remuneration Committee of the Company in compliance with the provisions of section 4 of article 529 *decies* of Royal Legislative Decree 1/2010, of 2 July, approving the revised text of the Capital Companies Act (the "**Capital Companies Act**") and its purpose:

- (a) to assess the competence, experience and merits of Ms. Berta de Pablos Álvarez for the purpose of being appointed as a member of the Board of Directors of the Company, so that the Board in turn may make the aforementioned proposal to the General Shareholders' Meeting of the Company; and
- (b) justify the proposal of her appointment as an independent director.

The proposed appointment of the director is for the statutory period .

In view of the foregoing, the Appointments and Remuneration Committee's assessment of the competence, experience and merits of Ms Berta de Pablos Álvarez, as a possible candidate, and her suitability to perform her duties as an independent director of the Company, for the purposes of justifying this reasoned proposal made by this Committee to the Board of Directors of the Company, will be set out below.

#### **3. Assessment of the candidate's competence, experience and merits**

##### **3.1. Professional and biographical profile**

Ms. Berta de Pablos Álvarez holds a degree in Agricultural Engineering from the Polytechnic University of Valencia, a Master's degree in Food Science and an MBA in Fashion Management from the French Fashion Institute (*Institut Français de la Mode*).

From January 2020 to January 2024, Ms. De Pablos has held the position of Chairperson and CEO of the French champagne brands Moët Chandon, Dom Perignon and Mercier, belonging to the group LVMH (Louis Vuitton Moët Hennessy).



Ms. De Pablos - Álvarez's career has been mainly in the food and fashion sectors. She started at Mars, with positions of responsibility for the Middle East, Europe and Spain (she was General Manager in Spain between 2005 and 2007). After working for the luxury group Boucheron and Lacoste, where she was head of marketing, in 2015 she returned to Mars in the United States and since then has held various positions, most recently CGO (Chief Growth Officer).

Further details of his professional and academic career are attached hereto as Annex 1.

### 3.2. Valuation

The Appointments and Remuneration Committee considers that the curriculum vitae and professional profile of Ms. Berta de Pablos Álvarez, her professional career and experience, accredit that she has the appropriate skills, experience and merits to occupy and perform the position of director of the Company.

### **4. Justification of the proposal as independent director**

Ms. Berta de Pablos Álvarez has been proposed in view of her personal and professional qualifications, being able to perform her duties without being conditioned by relations with the Company, its significant shareholders or its directors. Likewise, the Committee has reviewed that Ms. De Pablos is not affected by any of the prohibitions to be an independent director of a listed company provided for in section 4 of article 529. *duodecies* of the Capital Companies Act.

Consequently, the Appointments and Remuneration Committee will propose to the Board the appointment of Ms. De Pablos as an independent director.

### **5. Conclusion**

In view of the curriculum vitae of Ms Berta de Pablos Álvarez, and in view of her personal and professional qualifications, the Appointments and Remuneration Committee considers that, to the best of its knowledge, the candidate does not fall under any of the circumstances which, according to law, would prevent her qualification as an independent director and, therefore, she may perform her duties as a director without being conditioned by relationships with the Company or its group, its significant shareholders or its executives.

Consequently, in accordance with section 4 of article 529 *decies of the* Capital Companies Act, the Appointments and Remuneration Committee resolves to propose to the Board of Directors the appointment of Ms. Berta de Pablos Álvarez as independent director, so that the Board may in turn propose to the next General Meeting of Shareholders of the Company the suochoop appointment, in view of her competence, experience and merits.

# ALANTRA



Annex 1  
Curriculum Vitae of the candidate

**PRESIDENT & CHIEF EXECUTIVE OFFICER  
RECORD OF DELIVERING QUALITY GROWTH WITH FOCUS ON BRAND  
DESIRABILITY AND TRANSFORMATIONAL LEADERSHIP**

## SKILLS

- **VISION & STRATEGY** : Definition & implementation of compelling visions & growth strategies for global, iconic, leading brand portfolios in FMCG, Soft & Hard Luxury.
- **INTERNATIONAL ACUMEN** Drive international growth strategies relevant to a wide range of different market conditions including new, emerging and developed markets in Europe, Middle East , USA, China , Korea and Japan.
- **CULTURE & HIGH PERFORMANCE TEAMS**: Implementation of “act as owner” results oriented culture, inspiring cross functional high performing teams.
- **BUSINESS ACUMEN /P&L MANAGEMENT**: P&L across long and short term timeframe leveraging all lines for value creation and results delivery.
- **RETAIL BRAND EXPRESSION**: Successful translation of brand territories to the retail environment/ client experience phygital at all points of contact.
- **INNOVATION**: Deep knowledge of best in class innovation value drivers, OD and design to cost. Organizational transformation leveraging agile ways of working to fuel innovation pipeline with focus on value. Drive added value extension strategies.
- **BRAND & COMMUNICATION** : Distill brand distinctiveness, founding act “brand imaginary” for lasting brand platforms and globally noticed and remembered campaigns. Coherent and relevant brand content strategies across audiences with ownable editorial lines and creative signature.
- **LEADERSHIP SKILLS**: Dynamic, decisive & resilient leadership. Succeeds in engaging multicultural international teams to drive transformation and managing change agendas. Exceptional adaptability and agility harnessing new issues & situations for positive purpose driven impact.

## PROFESSIONAL EXPERIENCE

**2020- TD LVMH WINES & SPIRITS DIVISION MOET HENNESSY ( \$7 Bn, 26 prestige brands , Member of the board. PRESIDENT & CEO MAISON MOET & CHANDON , DOM PERIGNON and MERCIER .**  
(\$ 2 Bn sales, 3500 people , 4 production sites , 75 markets , 5000 Ha ) **EPERNAY, PARIS**

*Full P&L responsibility from grape to bottle for 3 brands across 150 countries with multi sales subsidiaries and distributors. Define growth strategy for globally leading brands through premiumisation and marketing mix innovation in a context of product scarcity, limited sourcing and exponential demand. Pivot culture to drive ambition empowerment and belonging.*

- Developed a clear winning strategy for **Moet & Chandon** with 3 strategic bets maximizing activation of the portfolio to cover category entry points . Expanding High Energy, conquering High gastronomy and consolidating core business.
- Focus on Moet & Chandon Wine credentials with Grand Vintage qualities delivering +30% growth with dedicated Trade program “The Time keepers”
- Full position development of **M&C Collection Imperial**, the **Cuvee Prestige**, entering selective distribution in higher price range index 150 and A list artistic collaboration with Daniel Arsham
- Designed and implemented the biggest global event for the brand across 35 markets collaboration. A disruptive **cultural moment** in NY Lincoln Performance arts Center with Es Devlin artistic designer installation, Awarded by the FPA. Delivered record visibility and moved Brand health key statements.
- Introduced **artistic collaborations** to drive cultural moments with innovation and elevation across the 3 strategic bets ranging from artisanal craftsmanship for 280th anniversary exhibition to street designers i.e Don C.
- Introduced **new Retail/hospitality** element of the brand offer starting with Moet & Chandon concept **Bar in Harrods** and Kadewe in Berlin with global expansion plan. Driving higher selectivity in distribution with heavy reduction of promotions in off trade. New hospitality programs, branding and visibility for Chateaux de Saran
- Shifted strategy for the Artistic collaboration with **Lady Gaga for Dom Perignon** to elevate and deepen the role of creation, craftsmanship and Know how featuring more prominently the Cellar master as brand incarnation.
- Accelerated high gastronomy development with **Dom Perignon Society** building great wine credentials for price increases and desirability assets . Elevated high energy execution with coherent and pure brand codes and signatures
- Developing **Brand Home** program with the renaissance of the Abbey of Hautvilliers.
- Evolving brand positioning for **Mercier** to attract new consumers, driving higher margin and returns

**Record results in last 3 years for both revenue growth and profit growth , integrating aggressive pricing increases, simultaneously improving brand health across markets, driving selectivity in distribution, reduction in promotional spend. Achieve number 1 position in PR with record visibility in key markets. Driving culture change with more middle management empowerment in decision, making breaking silos and instilling intellectual and emotional recognition.**

**2019- 2020 CHIEF GROWTH OFFICER . BOARD MEMBER (\$15Bn sales, people, 3 Categories) CHICAGO, USA**

*Following the integration , design and implement a new operating Model for marketing, sales and Innovation that accelerate the Innovation agenda, the quality and efficiency of the global campaigns and transform the organization digital and data capabilities . Streamline agency work globally and improve connectivity between global and markets. Creation of the new role , organizational charts , roles and people selection.*

- Designed and deployed a new capability led operating model for marketing and R&D globally
- Strategy to identify & solve for critical capability needs future proofing the organization and increasing the associate value proposition
- Bringing insights, brand building, category innovation and executional value creation together into a seamless consumer centric organization empowered to operate faster, more efficiently and effectively.
- Ensured deployment success within a highly decentralized organization with co-created, bespoke deployment plans.
- Implemented a continuous improvement model for marketing operations resulting in significant financial and resource efficiencies
- Expanded the innovation eco-system to include open-source and incubation models alongside a sharpened traditional model ensuring market demand.
- Strategy to elevate and shift the portfolio, addressing headwinds and unlocking tailwind categories to ensure sustainable quality growth

Completed the Integration, identified necessary culture shifts for speed and agile reaction to competition and consumer needs. Following the business turnaround to growth, developed strategy with a 3 year innovation pipeline. Transformed the marketing and R&D functions globally, designing, aligning and deploying a CAPABILITY led Marketing and R&D organization operating with speed, agility and optimized resources. Inspired the associate population behind the vision, with a clear and compelling strategy, driving pride and confidence in a challenging time of change and high attrition.

**2017- 2019 PRESIDENT MARS WRIGLEY US (\$6Bn sales, 5,700 people, 3 CBU's)**

**NJ,USA**

*Full P&L responsibility for strategy and operations, addressing the challenge of integrating of 2 business units facing profitability losses. Within a climate of aggressive competitive, changing retail environment and poor customer service levels. As the largest unit in Mars Incorporated, the challenge was to transform the culture and unlock growth drivers to ensure sustainable, quality growth and economic profit creation.*

- Developed a clear winning strategy for sustainable quality growth.
- Reduced trade spend by 120bp and implemented a robust Value Leadership Program generating >\$200M savings p.a
- Led a customer centric approach, improving Trade Attitude Survey (TAS) ranking from #11 to #5 in all CPG's companies with #1 in Category Management and #2 in consumer marketing. Won Walmart Supplier of the year .
- Fixed price/pack architecture across channels and successfully implemented pricing action in market.
- Developed a strong 3 year innovation pipeline including the launch of M&Ms Caramel, the largest launch in the history of the US confectionery category and transformed visibility and shop ability in aisle with introduction of SUP (stand up pouch).
- Step changed external reputation with proactive external engagement through top-tier media interviews, industry leadership and stakeholder engagement, helping generate an almost 20-fold increase in corporate media impressions in the U.S.

Successfully completed the integration, identified necessary culture shifts to enable speed and agile reactivity to competition and consumer needs. Following the business turnaround to growth, developed strategy to transform the business for the future and ensure continued multi year growth and share gain, with a 3 year innovation pipeline. Inspired the associate population behind the vision, with a clear and compelling strategy, driving pride and confidence in a challenging time of change and high attrition.

**2014- 2017 VICE PRESIDENT MARKETING MARS CHOCOLATE US (\$4Bn sales, 4,700 people, 200 team 7 Brands)**

*Modernise and digitise Mars chocolate brand experiences to drive younger penetration while maintaining creative excellence in traditional media. Inspire the function to create communication that drives powerful emotional connection with iconic brands . Innovation pipeline that drives core growth maintaining but not limited to blockbusters growth. Expand Brand thinking to unlock new growth avenues in brand equity. Improve in store conditions & desirability in partnership with customers.*

- Changed communication approach to enable iconic M&M's on 75th anniversary with music collaboration Aloe Black and Zedd .
- Introduced purpose to DOVE with CARE collaboration championing female empowerment throughout the entire value chain.
- Launched 100% digital approach on the 3 Musketeers brand with #throwshine tapping into anti bullying causes.
- Expanded SNICKERS brand equity to include delicious goodness, evolving the campaign and creating a new innovation platform.
- Created an Integrated SOCIAL media studio to drive consumer connection and improve brands aesthetic appeal across all social media platforms.
- Transform d-commerce presence through improved content and fit for purpose product assortment.
- Worked with FOX for first ever LIVE ad in the Super Bowl for SNICKERS, winning the Rolling Stones best Ad.
- Changed thinking to accelerate and invest in innovation across all brands



Inspired the organization re-gaining customer confidence in consumer marketing, despite continuing poor customer service levels.. Advantage #2 rank across all CPG's companies. Recognized as a women to watch by AD AGE. Shifted brand power to impact with our brands, M&M's Fans of Wind, 3 Musketeers, DOVE. Marketing as "creators of emotions" that deliver quality growth.Grew M&M's (\$2Bn) +7% 2 consecutive years increasing Gen Z penetration, recognized as best digital campaign.

**2011-2014 LACOSTE HOLDING (NSV € 2,5 Bn, 10,000 people 1350 doors, 6 product categories, 5 sub brands)  
GLOBAL CHIEF MARKETING OFFICER (200 people, 100 HG / 100 in 52 countries, 5 divisions) PARIS**

***Define and deliver a new equity platform for the brand to support profitability and lead all growth initiatives across markets, whilst improving brand desirability and client connection. Define the premiumization action plan for the brand across the marketing mix and all licencing to increase brand profitability. Bring digitalization to the core of brand strategy.***

- Defined and deployed the new brand promise «Life is a beautiful sport» and new brand campaign which was implemented globally.
- New brand essence launched and implemented in a new retail concept
- Re-launched all digital platforms, to increase engagement, renewing content to adapt editorial tonality and visual interest with RTB and RTC diffusions. Client contributive mechanisms and bloggers communities activated.
- Defined and implemented a country portfolio strategy for priority investments ensuring a good balance of traffic drivers and long term brand equity builders, based on current brand health and gap to brand vision.
- Established global marketing community processes and ways of working appropriate to the business set up and distribution model.

**Delivered 2.5 years of consecutive brand growth while improving profitability. Outstanding engagement on new brand promise, successful launch of new campaign with the first ever brand film and strongly switched investments to digital (14,5 mio fans) Film award at Cannes with Silver Lion. Balanced country portfolio strategy ensuring maintenance of leadership in France, Korea , Turkey and Russia while financing turnaround programs in USA and China. Positive brand value evolution across key countries.**

**2008-2012 KERING/GUCCI GROUP : LUXURY DIVISION. BOUCHERON ( € 250 mios ,300 people, 250 doors with 20 DOS )  
GLOBAL CHIEF MARKETING COMMUNICATIONS (20 people, 5 regions, 5 product segments ) PARIS**

***Build the brand image increasing global brand desirability & accelerating the geographical expansion to double turnover in 5 years. Instil professionalism, and a brand culture in the organisation while respecting its DNA & encouraging creativity. Lead & challenge the digital strategy and launch the CRM program. Define & lead global communications & product strategy. Manage the perfume & eye wear licence business.***

- Defined the strategic growth building blocks for the high jewellery, jewellery & watches segments as well as brand licencing.
- Established and lead a rich & legitimate brand platform allowing Boucheron to evolve from a "Maison" to a jewellery brand
- Defined & implemented a coherent brand expression, building the client experience. Implementation of new retail environment
- Defined the brand product design codes to inspire the creation of coherent & relevant new collections with a strong identity
- Creation of press fashion shows & events 3 times a year.
- Portfolio rationalisation, implementing a 50% reduction of SKU's & refocusing on increasing depth of core collections.
- Definition & execution of the CRM program from data capture & consolidation through the definition of programs based on the defined client segmentation by purchase behaviour and profile.
- Implementation of a new digital organisational design ensuring that digital marketing was at the heart of brand building. Develop turnover of e-commerce site and feed social digital media & relevant blogs. Pioneered augmented reality in Jewellery

**Retail stores understand & adhere to the new product offer, the brand image & the retail experience and obtained full engagement to implementing the CRM program. Digital core to brand building. The International press positive about new collections, the strength & clarity of the messaging and the shows. Professionalism and team motivation in place. Delivered profitable growth in existing markets and entered the Asia Pacific region.**

**2006-2008 HAPPY GARDEN PRÊT A PORTER ENFANT HAUT DE GAMME START UP (5 boutiques, 3collections /y ) PARIS**

**Launch & develop the business with a network of retail owned boutiques to achieve a turnover of €10 Mio**

- Define & implement the commercial & financial strategy to ensure sustainable, profitable growth
- Develop the retail network, opening new boutiques in Paris and strategic choice of showrooms to develop wholesale
- Implement a new sourcing model for the prêt a porter collections to increase the flow throw margin while ensuring the quality.

**The brand had exponential profitable growth since its launch in 2006 with a differentiated territory, a loyal client base and continually increasing awareness and sales. Opening boutiques at the rate of one per year.**



**2004-2006 MARS SPAIN (RSV 100 Mio Euro - 150 employees)**

**GENERAL MANAGER (TEAM 6 PEOPLE - 4 PRODUCT CATEGORIES- 3 DISTRIBUTION NETWORKS.)**

**MADRID**

***Define, develop & implement a strategy to turn the business around, returning it to accelerated and profitable growth after a number of years of profit loss, while improving working environment & external company image.***

- Defined & implemented a long term vision & strategic choices for the business including the necessary granularity by segment & brand to ensure successful deployment.
- Balanced approach to short-term and long-term business performance to ensure successful deployment of the vision. Accepted initial volume losses to deliver a “premiumisation” strategy by exiting the “low price” market and focusing on high added value brands.
- Created a motivated & engaged management team to lead the business in achieving the vision & objectives.
- Implemented an action plan to develop a results oriented culture with focus on profitability & growth. Clear measures & accountability on the impact by function on the business objectives, Scorecard cost reduction program in place.
- Implemented a program to improve working environment contributing to associate-turnover reduction and hence reducing new recruitment costs.

**Two successive years of growth +5%, whilst achieving break even (+3% margin), by refining the product mix & restructuring the business leading to a 20% cost reduction. Obtained the “Top Ten best place to work” award and gained credibility with clients.**

**2001-2004 MARS MIDDLE EAST & NORTH AFRICA( 250 Mio EURO - 10 COUNTRIES- 300 EMPLOYEES )**

**MARKETING DIRECTOR AND GALAXY GLOBAL BRAND LEAD (TEAM 15 PEOPLE - BUDGET 15MIO)**

**DUBAI**

***Define & implement communication, innovation & market development strategies for the region. Define a coherent global brand communication strategy for a premium, female targeted chocolate brand with proven potential to be effective across 5 markets (US, UK, Middle East, China & Australia) each with different product mix, positioning & logo. Define the brand business & launch model for geographical expansion of the global premium chocolate brand with first priority focus on RUSSIA & JAPAN***

- Developed from concept to market launch, STIX, a new product for Egypt that addressed a clear market opportunity for a high quality chocolate that was heat resistance & affordable, delivering strong consumer purchase intent and brand added value perception. Participated in the New Biscuit Factory project in Egypt, with 2 manufacturing lines 5000 T
- Established the new Moroccan Business Unit to launch confectionery & biscuits in the Gulf Arab countries.
- Implemented communication campaigns (TV advertising & Outdoor) coherent & consumer relevant across the region; 6 brands in 10 countries.
- Strategic positioning & launch of new products to target high opportunity local occasions. Ramadan Packs and premium box “Silk Collection”.
- Defined and launched brand new global brand essence for premium female targeted chocolate brand in partnership with key markets. Including a new visual identity & global logo perceived by female consumers to be more refined, more feminine & more in tuned with their perceptions of pleasure. Launched new global communication campaign with clear frameworks for local executions across all points of consumer contact.

**Market leadership across the Gulf Arab countries with + 35% CAGR in 3 years, achieving 4% biscuit market share from a zero base. Number 2 market share in Egypt within 2 years of launch and successful launch of Twix in Morocco**

**2000-2001 MARS RUSSIA (190 Mio Euro) GROUP BRAND MANAGER CHOCOLATE**

**MOSCOW**

***Develop the chocolate portfolio strategy and lead the marketing function in the aftermath of the 1998 economic crisis (market decline of -35%). Design a new team structure, develop new skills and create a stable team culture in a continuingly unstable environment and recruit my successor***

- Launched 2 new products specifically designed for the Russian chocolate market : BOUNTY Box and Chocolate Bars ltd
- Defined & formalised the strategy & action plan to build SNICKERS as a teenager icon brand..
- Implemented new consumer research methodologies to step change local consumer insights e.g. consumer labs

**+20% growth establishing Mars as the market leader in chocolate bars. The first ever music event for teenagers in Russia created and developed to build Snickers as a teenage icon.**

**1999-2000 MARS FRANCE (320 Mio Euro- 800 employees) GROUP BRAND MANAGER TWIX / BALISTO (65 Mio EURO) STRASBOURG**

***Develop the strategy to unlock the business opportunity offered by leveraging chocolate brands in the biscuit market whilst maintaining the core brand essence. Reposition the existing biscuit category products in line with a new European development and the TWIX brand.***

**1995-1999 MARS DRINKS UK DRINKS (400 Mio Euro - 650 employees) BRAND MANAGER (50 Mio EURO ) LONDON**

*Define, develop & implement new products to develop the Drinks business in Europe. MARS drink launch in UK*

**1994-1995 MARS DOVE EUROPE ICE CREAM R&D TECHNOLOGIST HAGUENAU, FRANCE**

*Define, develop & implement new products to develop the Opal Fruits range.*