

Changes in Organisation

Paris, France – December 10, 2008

Jean-Claude Leroy, Executive Vice-president Finance and Legal leaves his position.

As of December 10, Laurence Debroux, Senior Vice-president, Chief Financial Officer and Karen Linehan, Senior Vice-president, Legal Affairs and General Counsel report directly to Chris Viehbacher, Chief Executive Officer.

They are members of the Executive Committee and the Group Management Committee.

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