



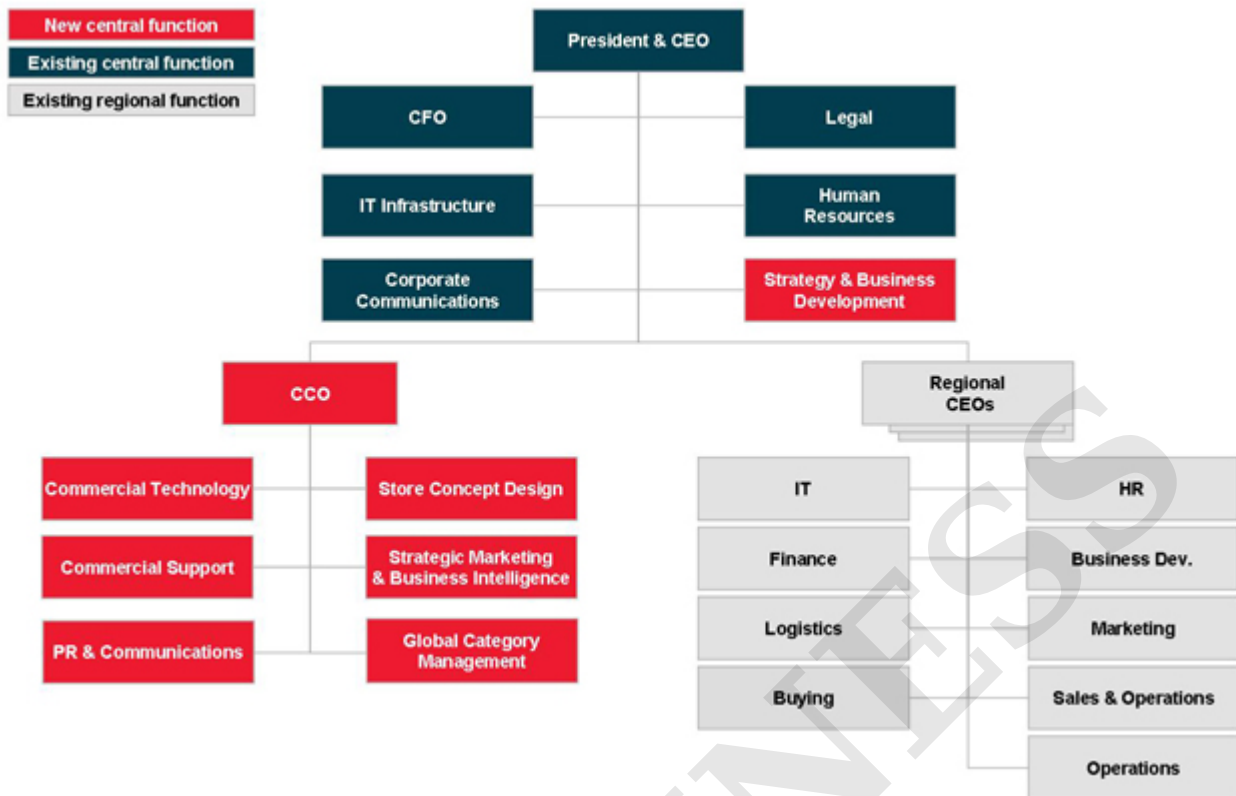
The Nuance Group says that it will reinforce its positioning as a leader in travel retail and support the company's vision 'to lead through partnership and retail excellence' with the reorganisation of its Corporate structure, effective 1 April 2013.

The Nuance Group unveiled new branding, **last month**, to underline a message of consistency across the company's worldwide operations at 60 locations in 18 countries and territories.

As one of the duty free and travel retail industry's biggest operators, Switzerland-based Nuance has several regional divisions, plus a joint venture (Nuance Watson) in Asia. Sales in 2011 were CHF1.87bn (\$2.02bn).

The new organisation has three main objectives: Create a strong company culture; Reinforce global strength, while maintaining the local touch; Take the 'Nuance customer experience' to the highest level.

Nuance Group reorganises corporate structure



[Left: The Nuance Group unveils its new Corporate structure]

IMPORTANT INVESTMENT

Roberto Graziani, President & CEO, Nuance, says: "The new global organisation is an important investment for us and includes two key developments: firstly, introducing a global 'Chief Commercial Officer' function; and secondly revising the responsibilities of some key corporate roles.

"The new corporate organisation will better support our global business and each of our regions in their local operations."

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Andrea Belardini *[left]* will take the role of Chief Commercial Officer (CCO)



in addition to his current role as CEO Europe.

In his new role Belardini will develop and coordinate the group commercial approach with the aim to deliver the 'Nuance Customer Experience' and to support Nuance's regional organisations in its consistent implementation with the necessary local adaptations.

[Left: Andrea Belardini will take the role of Chief Commercial Officer (CCO) in addition to his current role as CEO Europe.

GLOBAL BUSINESS DEVELOPMENT ROLES



Nuance is also revising the responsibilities of some of its key corporate roles. The company will set up a global Business Development (BD) function to support the President & CEO in the definition of company's geographical BD priorities and to coordinate the different regions in achieving their growth objectives.

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This function will be incorporated in the Strategy Department and will be led by Elisa Crotti *[right]*, current EVP Business Analysis & Strategy.

"I would like to take this opportunity to wish Andrea Belardini and Elisa Crotti all the best for their new challenges," says Graziani.

[Right: Elisa Crotti current EVP Business Analysis & Strategy will lead the Nuance Groups Business Development]

"Both of them have acted as key players in Nuance's development for many years and I look forward to continue working with them", says Graziani.

"I am convinced that our new organisation will strengthen our position as a leader in travel retailer, at the heart of every journey."