



# 3i People Program

The 3i People Program brings together a group of outstanding business people who are experienced and successful in their own right, who develop a long-term relationship with us with a view to taking on senior roles in our portfolio companies. Members seek the challenge and opportunity to be part of a great team, where their proven track record and leadership skills will allow them to drive value for the benefit of all stakeholders.

## Description

- Invitation-only global network of 250 outstanding and experienced business professionals
- Customized relationship with 3i based on members' experience and goals
- Priority consideration for appointments in 3i portfolio companies
  - Roles include: Chairman, Board Member, CEO, CFO
- Remuneration for successful deal introductions
- Opportunity to invest alongside 3i

## Benefits from membership

- A unique international network delivering unbeatable reach, experience and relationships
- Unmatched deal flow of high quality investment opportunities
- Access to proprietary market intelligence from 3i's prior investments, active database and in-house Sector Partners covering select industries
- Significant wealth creation possibilities
- 3i's commitment to members' development and feedback

## Member Selection Criteria

### Business Leadership

- Exceptional track record in leading and operating businesses
- In-depth sector knowledge
- Willingness to originate opportunities
- Hunger and ambition to create value

### Thought Leadership

- Strategic insight
- Self-starter

### People Leadership

- Resilience to manage significant change
- Ability to motivate and manage teams
- Inclination to collaborate with 3i and others

## About 3i

3i is an international leader in private equity and venture capital with assets of \$15 billion investing over \$3 billion per year in some of the most exciting and ambitious companies in the world. 3i offers a comprehensive range of funding solutions: from early stage venture capital to growth capital, buyouts, infrastructure and quoted private equity. With operations in the US, Europe and Asia, our international network delivers unbeatable reach, experience and relationships, and underpins the value that we deliver. 3i is a publicly traded FTSE 100 company.

## People Program success stories

### GANT®

#### Gant

**Description:** Designer and seller of range of menswear and boyswear apparel

**Revenue:** \$85m

**Investment:** \$15m (7.5x EBITDA)

**People Program Role:** Appointed Mair Barnes, Former Managing Director, Woolworths plc and Former Managing Director, House of Fraser as a Non-executive Director

**Other Value Add:** Built out women's apparel line, developed new channels, and extended geographic reach

**Return:** 4.7x return on IPO

### Refresco HOLDING

#### Refresco

**Description:** Europe's largest private label soft drinks businesses

**Revenue:** \$527m

**Investment:** \$87m (5.0x EBITDA)

**People Program Role:** Appointed Alan Peterson as Chairman of the Board. Mr. Peterson is currently also Chairman of two other 3i investments, HSS and Attends Healthcare

**Other Value Add:** Extended "buy and build" strategy by assisting in analysis of targets

**Return:** 3.0x return on sale

### SeLoger -COM

#### SeLoger

**Description:** Leading content publisher of online real estate listings directories and property related information in France

**Revenue:** \$15m

**Investment:** \$72m (6.5x Rev, 16.3x EBITDA)

**People Program Role:** Appointed Geoffroy Roux de Bezieux, Chairman of Virgin Mobile - France, as a Non-executive Director of SeLoger

**Other Value Add:** Developed new sales channels and extended market penetration

**Return:** 1.9x return on IPO, 132% IRR

## People Program members include:



Group President & COO, ADP



Former CEO, Bahring Diagnostics



Former Deputy Chairman, Body Shop



Former CEO, Burger King International



Former CEO, Carter Holt Harvey  
(International Paper Subsidiary)



Former President & COO, Equifax



President, Gate Gourmet Switzerland



VP and GM Merchant Services, PayPal (eBay)



Former CEO, SAS



Former CEO, Unilever Italy

## Contact for membership consideration



### Kenna Baudin Vice President, People Program

Kenna joined 3i as a founding member of the US Growth Capital team from The Flatiron Group, a boutique financial services executive search firm. Prior, Kenna was a Principal at Solera Capital, a NY-based private equity firm, where she focused on growth equity and buyout investments in the media, consumer, and healthcare industries. Kenna worked on the execution side of the business and collaborated with management teams on ongoing strategic, financial, operating and human capital issues. She was also instrumental in building the firm's executive network. Kenna began her career with The Boston Consulting Group. Kenna received her BS in economics, cum laude, from The Wharton School of Business of the University of Pennsylvania and her MBA with Second Year Honors from Harvard Business School.

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