



COMMUNIQUÉ DE PRESSE

ARDIAN SELLS MAJORITY STAKE IN COMPETENCE CALL CENTER TO SILVERFLEET CAPITAL

Vienna/Frankfurt, December 2nd, 2013: Ardian, the premium independent private investment company, today announces the sale of its majority stake in *Competence Call Center Holding GmbH (CCC)*, a leading European provider of premium call center solutions based in Vienna, to Silverfleet Capital. As part of the transaction, CCC's management is re-investing in the company. The closing of the transaction is subject to the approval of the relevant antitrust authorities. The parties have agreed not to disclose the purchase price and other details of the transaction.

In 2009, Ardian acquired a majority stake in CCC to support the company's international growth strategy. Over the past four years, the company has successfully consolidated its leading position in the premium segment for call center solutions, establishing a market presence in France and more than doubling its workforce to more than 4,500 employees. In addition, Ardian also assisted the company with the organization of its management succession planning.

The market for call center services is currently undergoing a period of transition: customers increasingly favor high quality call center solutions, which offers premium providers considerable growth potential. Founded in 1998, CCC is one of Europe's leading companies in the premium segment. CCC operates eleven call centers in seven countries; located in Berlin, Vienna, Dresden, Essen, Paris, Zurich, Bratislava, Leipzig, Bucharest and Istanbul. With the support of Ardian, the company has successfully expanded its international reach and formed numerous new partnerships with blue chip companies. Over the past four years CCC has experienced an average annual growth rate of 20 percent. For 2014, CCC plans to generate more than EUR 100 million of revenues.

Christian Legat, CEO of CCC, said: "Thanks to their support and understanding of our industry, the partnership with Ardian has given our business a significant push forward. With our stronger international positioning, we benefit from the increasing high quality requirements of our global customer base. We now want to capture the opportunities for further growth with our new owner, Silverfleet Capital."

Dirk Wittneben, Managing Director of Small Market Enterprise Capital at Ardian, added: "CCC is an outstanding company with a very committed and competent team. We are proud to have contributed to the

success of CCC; together with the excellent management of the company, we have created a unique platform for further growth.”

ABOUT ARDIAN

Founded in 1996 and led by Dominique Senequier, Ardian is a premium independent private investment company with assets of US\$36bn managed or advised in Europe, North America and Asia. The company, which is majority-owned by its employees, keeps entrepreneurship at its heart and delivers investment performance to its global investors while fuelling growth in economies across the world. Ardian’s investment process blends discipline and conviction with a long-term philosophy.

Ardian maintains a truly global network, with more than 300 employees working through ten offices in Beijing, Frankfurt, Jersey, London, Luxembourg, Milan, New York, Paris, Singapore, and Zurich. The company offers its 255 investors a diversified choice of funds covering the full range of asset classes, including Funds of Funds (primary, early secondary and secondary), Direct Funds including Infrastructure, Small and Mid Market Enterprise Capital, Innovation & Growth, Co- Investment and Private Debt.

www.ardian-investment.com

ABOUT CCC

CCC is a full service provider of customer care and technical support call centres in seven European countries offering services in 28 languages for clients across different industries, with a strong focus on E-Commerce, including online-retail, travel, consumer goods and financial services. Clients include reputable high-growth B2B and B2C companies, such as Samsung as well as Germany’s second largest airline Air Berlin. CCC’s core competencies are voice services, digital services (social media, live chat) as well as written communication (mail/fax/letter correspondence).

CCC offers its clients a highly flexible combination of on-shore and off-shore solutions. Founded in Vienna in 1998 by Thomas Kloibhofer, CCC expanded into Germany in 2001 with its first location in Berlin. This was followed by a rapid expansion of capacity in all locations driven by strong demand for high quality services from both existing and new customers. In 2005, CCC established a presence in Zurich (Switzerland). New sites were then opened in Bratislava (Slovakia) in 2006, Bucharest (Romania) and Leipzig (Germany) in 2007, Istanbul (Turkey) in 2008 and additional sites were opened in Germany more recently. In 2012, CCC entered the French market with a site.

www.yourccc.com

PARTIES INVOLVED

Ardian: Dirk Wittneben, Marc Abadir, Florian Korp

Ardian Advisors: M&A: Robert W. Baird (Partner: Joachim Beickler, Kiran Paruchuru, David Silver); Legal: King & Wood Mallesons LLP (Partner: Dr. Christoph Brenner (M&A), Dr. Michael Kreft (Tax)), Wolf Theiss (Partner: Dr. Clemens Schindler); Financial: KPMG (Austria) (Partner: Hermann Kammerlander); Tax: KPMG (Partner: Barbara Polster)

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