

Kraft Foods

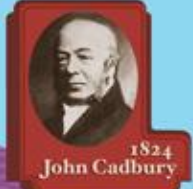
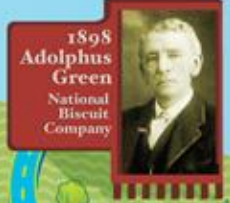
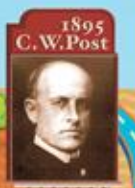
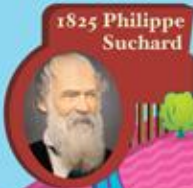
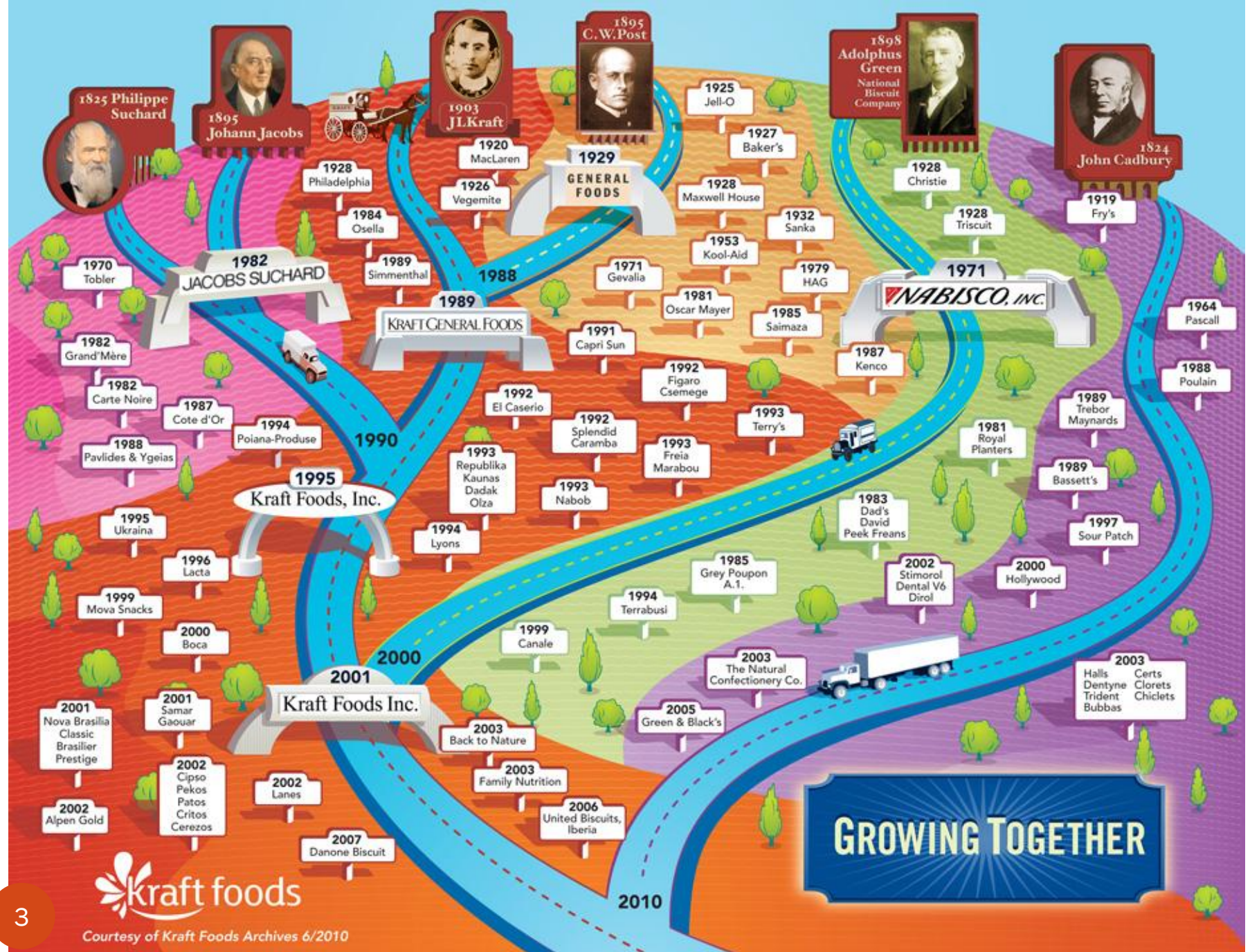
Chocolate and Cocoa Conference

Frankfurt 15 – 17. September 2010

Bente Løvaas, vice chair Kraft Foods EWC

The development of Kraft Foods

- Created through acquisitions since 1985
- Now being shaped into ONE Kraft Foods company
- Centralised European organisation
- Biggest chocolate company in the world
- 140 00 employees (about 35 000 in Europe)
- Sales in 160 countries and factories in 70 countries



1825 Philippe Suchard

1895 Johann Jacobs

1903 J.K. Kraft

1895 C.W. Post

1898 Adolphus Green
National Biscuit Company

1824 John Cadbury

1970 Tobler

1982 JACOBS SUCHARD

1928 Philadelphia

1920 MacLaren

1929 GENERAL FOODS

1925 Jell-O

1927 Baker's

1928 Christie

1919 Fry's

1982 Grand'Mère

1982

1984 Osella

1926 Vegemite

1971 Gevalia

1928 Maxwell House

1932 Sanka

1928 Triscuit

1928

1982 Carte Noire

1982

1989 Simmenthal

1988

1991 Capri Sun

1953 Kool-Aid

1979 HAG

1971 NABISCO, INC.

1987

1987 Cote d'Or

1987

1989

1989 KRAFT GENERAL FOODS

1992 El Caserío

1981 Oscar Mayer

1985 Saimaza

1987 Kenco

1964

1988 Pavlides & Ygeias

1988

1994 Poiana-Produse

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1992 Splendid Caramba

1992 Figaro Csemege

1993 Terry's

1981 Royal Planters

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1995 Ukraina

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1993 Freia Marabou

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1983 Dad's David Peek Freans

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1996 Lacta

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1993 Nabob

1985 Grey Poupon A.1.

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1999 Mova Snacks

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1994 Terrabusi

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2002 Stimorol Dental V6 Dirol

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2000 Boca

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1999 Canale

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2001 Nova Brasilia Classic Brasileiro Prestige

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2003 Green & Black's

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2003 The Natural Confectionery Co.

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2001 Samar Gaouar

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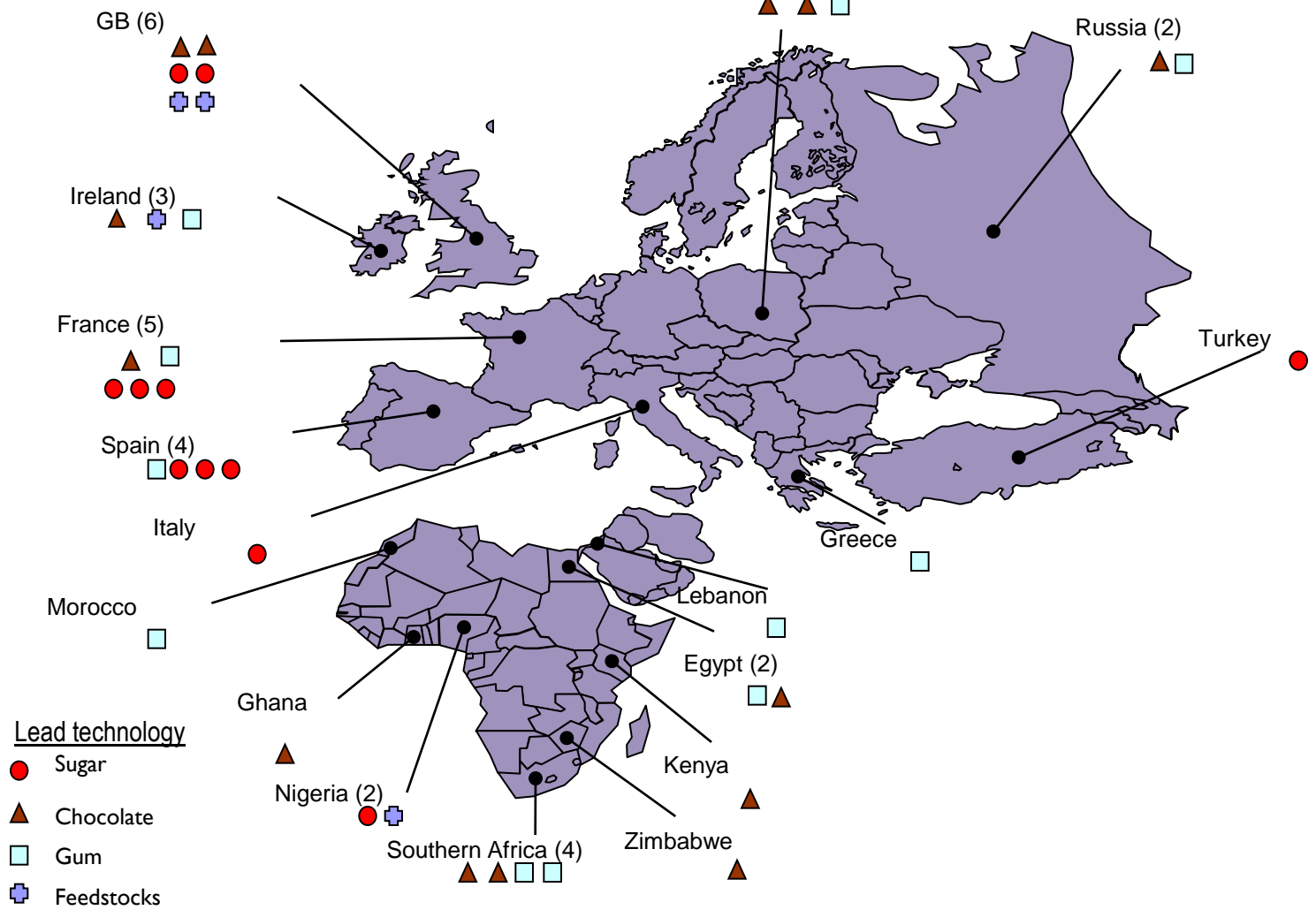


GROWING TOGETHER

Chocolate production Europe



EMEA Manufacturing Network 2006



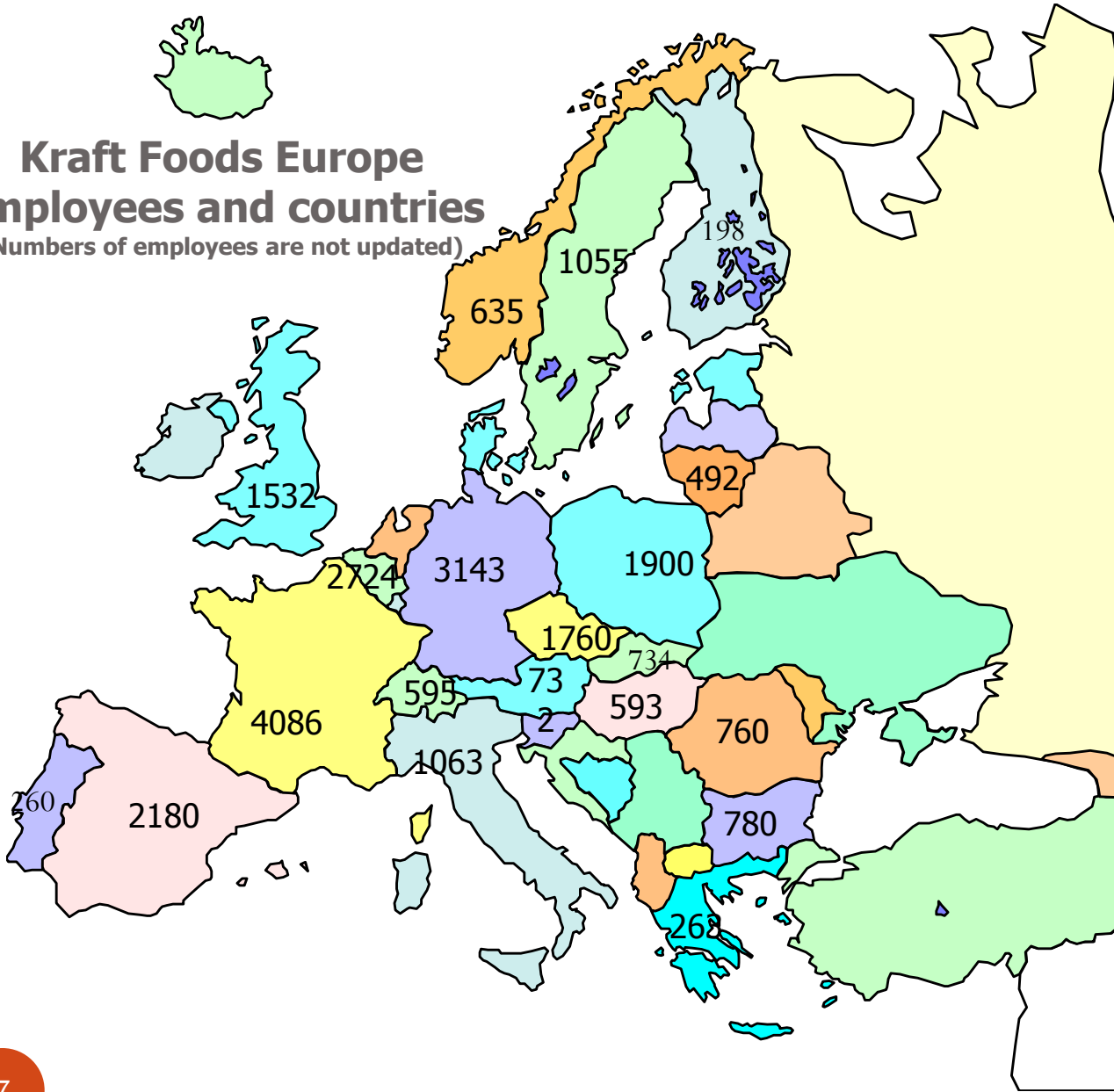
- Lead technology
- Sugar
 - ▲ Chocolate
 - Gum
 - ⊕ Feedstocks

Kraft Foods EWC

- EWC agreement in 1996
- Started with 21 representatives from 11 countries
- After acquisition of LU 37 reps from 19 countries
- After acquisition of Cadbury 47 reps from 20 countries
- 1 – 3 reps from each country
- One Effat observer – Micha Heilmann NGG
- One yearly EWC meeting
- Select committee (SC) has about six meetings – 10 reps
- European HR manager for the factories is responsible for EWC. Meet other managers according to subjects on the agenda.
- Meet top European management at the EWC conference

Kraft Foods Europe employees and countries

(Numbers of employees are not updated)



<u>EWC</u>	<u>Kraft/LU</u>	<u>Cudbury</u>
Spain	3	1
France	6	2
Italy	2	
Greece	1	1
Austria	1	
United Kingdom	2	3
Belgium	4	
Germany	3	
Norway	1	
Sweden	2	
Finland	1	
Austria	1	
Portugal	1	
Czech Republic	3	
Slovakia	1	
Poland	3	1
Lithuania	1	
Romania	1	
Bulgaria	1	
Effat observer	1	
Ireland		2

EWC work

- All kinds of themes effecting two countries or more; takeover, transfer of production, organisation changes, all kind of projects, Health & Safety, sustainability, equal opportunities, - -. Not wages
- Merger of Kraft EWC with LU 2008 and Cadbury 2010
 - agreed upon transitional agreements – separate representation
 - fast integration important
 - will act as a joint workforce from 2012
- Project One Europe (P1E) – established a European operating company . Negotiated a European framework agreement
- We don't have codetermination rights, but we have influence

EWC networking

- SC send out minutes from all meetings
- E-mail and telephone contact between the meetings
- Big differences in activity
- English VERY important to facilitate communication
 - Entitled to English training according to the agreement
- Contact with management between the meetings
- Communicate questions from reps to European management
- Agreed on ethical Code of Conduct among representatives

Sustainability

- Sustainability has been on the agenda for both EWC and Select Committee meetings
- Mainly discussed coffee and cocoa
- Sustainability has been on the company's agenda for many years but has increased the last years
- Focus on child labour has put pressure on the chocolate companies