



BETTER LIVES
THROUGH
BETTER BUSINESS

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THE ORGANISATION

The Consumer Goods Forum (CGF) is a global, parity-based industry network, driven by its members. It brings together the CEOs and senior management of over 400 retailers, manufacturers, service providers and other stakeholders across 70 countries and reflects the diversity of the industry in geography, size, product category and format. Forum member companies have combined sales of EUR 2.5 trillion. Their retailer and manufacturer members directly employ nearly 10 million people with a further 90 million related jobs estimated along the value chain.

The Forum was created in June 2009 by the merger of CIES - The Food Business Forum, the Global Commerce Initiative (GCI) and the Global CEO Forum. The Consumer Goods Forum is governed by its Board of Directors, which includes 50 manufacturer and retailer CEOs and Chairmen.

The Forum provides a unique global platform for knowledge exchange and initiatives around five strategic priorities – Emerging Trends, Sustainability, Safety & Health, Operational Excellence and Knowledge Sharing & People Development – which are central to the advancement of today's consumer goods industry.

The Forum's vision is: "Better lives through better business". To fulfil this, its members have given the Forum a mandate to develop common positions on key strategic and operational issues affecting the consumer goods business, with a strong focus on non-competitive process improvement. The Forum's success is driven by the active participation of the key players in the sector, who together develop and lead the implementation of best practices along the value chain.

With its headquarters in Paris and its regional offices in Washington, D.C., and Tokyo, the CGF serves its members throughout the world.

OUR VISION

"Better lives through better business"

OUR MISSION & GUIDING PRINCIPLES

Mission: "Working together to enable the industry to passionately serve shoppers, consumers and communities better, faster, with great value and in a responsible way."

Guiding Principles: "A Collaborative Leadership Platform"

Collaboration:

- The Consumer Goods Forum addresses common issues collaboratively with actionable and measurable plans.

Strategic Focus:

- The Consumer Goods Forum builds its work on the Strategic Pillars that are defined by the membership as central to the future of the business they share.

- It will measure its effectiveness in the adoption of its principles and implementation of its work.

Inclusiveness:

- The Consumer Goods Forum reflects the diversity of the consumer goods industry in geography, size, sector and format.

- Its membership will be open to all consumer goods companies, large and small.

Organisation

- The Consumer Goods Forum will have a lean management structure.

- It will be staffed by people who are uncompromisingly professional, committed and energetic.

- It will draw extensively on the direct involvement of member companies in the stewardship and implementation of its work product.

Commitment

"The Consumer Goods Forum is your organisation!"

THE BOARD OF DIRECTORS

Co-Chair Retailer College:
Lars OLOFSSON, Carrefour, France

Gareth ACKERMAN, Pick n Pay, South Africa
Pierre-Olivier BECKERS, Delhaize, Belgium
Kenneth BENGTTSSON, ICA, Sweden
Dick BOER, Ahold, The Netherlands
Philip CLARKE, Tesco, UK
Dave DILLON, Kroger, USA
Klaus DOHLE, Dohle, Germany
Mike DUKE, Wal-Mart, USA
Claude HAUSER, Migros, Switzerland
Norio HAYASHI, Izumiya, Japan
Craig HERKERT, SuperValu, USA
Xiao An JI, Beijing Hualian, China
Olaf KOCH, Metro, Germany
Michael KOK, Dairy Farm, Hong Kong
Bill McEWAN, Sobeys, Canada
Grant O'BRIEN, Woolworths, Australia
Motoya OKADA, Aeon, Japan
Stefano PESSINA, Alliance Boots, UK
Mark PRICE, Waitrose, UK
Gonzalo RESTREPO, Almacenes Exito, Colombia
Pedro SOARES DOS SANTOS, JMR, Portugal
Kian Chew TAN, NTUC Fairprice, Singapore
Gregory WASSON, Walgreens, USA
Danny WEGMAN, Wegman's, USA

Co-Chair Manufacturer College:
Muhtar KENT, The Coca-Cola Company, USA

Guido BARILLA, Barilla, Italy
Alex BONGRAIN, Bongrain, France
Jean-François VAN BOXMEER, Heineken, The Netherlands
John BRYANT, Kellogg, USA
Paul BULCKE, Nestlé, Switzerland
Ian COOK, Colgate Palmolive, USA
Thomas FALK, Kimberly-Clark, USA
Masatoshi ITO, Ajinomoto, Japan
H. Fisk JOHNSON, SC Johnson, USA
Kazuyasu KATO, Kirin, Japan
Jean-Jacques LEBEL, L'Oréal, France
Bob McDONALD, Procter & Gamble, USA
Denise MORRISON, Campbell Soup, USA
Indra K. NOOYI, PepsiCo, USA
Motoki OZAKI, KAO, Japan
Paul POLMAN, Unilever, The Netherlands/UK
Kendall POWELL, General Mills, USA
Thomas-Bernd QUAAS, Beiersdorf, Germany
Franck RIBOUD, Danone, France
Kasper RORSTED, Henkel, Germany
Irene B. ROSENFELD, Kraft Foods, USA
Daniel SERVITJE, Bimbo, Mexico
Richard SMUCKER, Smucker, USA
Jesse WU, Johnson & Johnson, USA

OUR STRATEGIC OFFER

The Consumer Goods Forum has structured its services to the industry around five issues identified as central to today's consumer goods industry advancement.

These five strategic pillars are:

1. Emerging Trends
2. Sustainability
3. Safety & Health
4. Operational Excellence
5. Knowledge Sharing & People Development

STRATEGIC PILLARS & FORUM ACTIVITIES



STRATEGIC PILLARS SPONSORS & CO-SPONSORS

EMERGING TRENDS	Olaf KOCH, Metro Kasper RORSTED, Henkel	
SUSTAINABILITY	Philip CLARKE, Tesco Paul POLMAN, Unilever	
SAFETY & HEALTH	Food Safety: Irene B. ROSENFELD, Kraft Foods Bill MCEWAN, Sobeys	Health & Wellness: Paul BULCKE, Nestlé Dick BOER, Ahold
OPERATIONAL EXCELLENCE	Bob McDONALD, Procter & Gamble Greg WASSON, Walgreens	
KNOWLEDGE SHARING & PEOPLE DEVELOPMENT	Indra K. NOOYI, PepsiCo Gareth ACKERMAN, Pick'n Pay	



EMERGING TRENDS

OBJECTIVES

The objectives of the Emerging Trends Pillar are twofold:

identifying and prioritising emerging industry trends that will impact our industry over the next 5 - 20 years as well as proposing programmes to ensure that our industry is best prepared to continue to meet the needs of our shoppers and consumers and to prosper in our changing world. The pillar serves as a “think-tank” for the Forum.

2020 FUTURE VALUE CHAIN

The core of this project is to stimulate dialogue among participants on understanding how to address or influence the forces that will impact our industry over the next ten years in order to assure the long-term health and success of the industry. The Future Value Chain project has published in January 2011 its latest report: 2020 Future Chain – Building Strategies for the New Decade, addressing the latest trends and programmes for companies to get involved in.

Sabine RITTER

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SUSTAINABILITY

OBJECTIVES

The Sustainability Strategic Pillar of the CGF will help drive and communicate sustainability improvements throughout the value chain of the consumer goods industry by:

- Addressing sustainability challenges that impact our industry
- Bringing global alignment and voluntary standards to non-competitive areas such as ethical sourcing.
- Developing and agreeing methodologies and metrics that measure sustainability improvements in our industry.

SUSTAINABILITY STEERING COMMITTEE

The role of the Sustainability Steering Committee is to identify priority issues for the sustainability pillar and recommend corresponding actions to the CGF board. It steers the existing and new projects of the pillar, keeps the CGF Board informed on major sustainability developments impacting the consumer goods industry and acts as champions of the CGF sustainability projects within their own companies, and encourage broader implementation across the industry.

SUSTAINABILITY STEERING COMMITTEE

Co-Chairmen:

Gavin NEATH, Unilever
David NORTH, Tesco

Emma COLES, Ahold
Vincent CRASNIER, Danone
Richard DELANEY, PepsiCo
Cynthia DRUCKER, SC Johnson
Paulette FRANK, Johnson & Johnson
Pascal GRÉVERATH, Nestlé
Megan HELLSTEDT, Delhaize
Diane HOLDORF, Kellogg
Michael INACKER, Metro
Audra KARALIUS, Sara Lee
Yukiyo KOMATSU, AEON
Jerry LYNCH, General Mills
Lynn MARMER, Kroger

Chris McGRATH MONTENEGRO, Kraft Foods
Francis QUINN, L'Oréal
Jeff SEABRIGHT, The Coca-Cola Company
David SMITH, Sobeys
Franz SPEER, Henkel
Andrea THOMAS, Walmart
Luca VIRGINIO, Barilla
Peter WHITE, Procter & Gamble

Management team:

Nigel BAGLEY, Unilever
Helen FLEMING, Tesco
Sabine RITTER, The Consumer Goods Forum
Jean-Marc SAUBADE, The Consumer Goods Forum
Daan van der WEKKEN, The Consumer Goods Forum

Sabine RITTER

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CLIMATE CHANGE INITIATIVE

Climate change is a major strategic threat, potentially affecting our customers, their habitats, our businesses and the wider economy and society.

The Board of Directors has decided a work programme comprising three key elements:

Work stream 1: Carbon measurement

Target:

Enable everyone in the value chain to improve sustainability performance by gaining transparency into the environmental and social impacts of individual consumer products and their life cycles, beginning with Carbon.

Objective:

Achieve a common global system for measuring CO₂ and other greenhouse gases not only for our direct business activities, but for the lifecycle of the products and services we sell. This work should be extended over time to cover other sustainability challenges (e.g. water) but should begin with greenhouse gases.

Work stream 2: Supply Chain hotspots (Deforestation and Refrigeration)

The Sustainability Steering Group has identified links in the supply chains where GHG emissions are significant and where it is believed that business collaboration through the CGF could yield significant dividends. Work on these hotspots has been prioritised and in a first step focused on two areas: **deforestation** and **refrigeration**.

Deforestation

Deforestation accounts for 20% of all greenhouse gas emissions. Whilst the causes of deforestation are complex it is generally acknowledged that the biggest drivers are the cultivation of soya and oil palm, logging for the production of paper and board and the rearing of cattle. All of these commodities are major ingredients in the supply chains of most consumer goods companies.

At its Board meeting in November 2010, the Board has agreed a resolution pledging to mobilise resources within the respective businesses to help achieve zero net deforestation by 2020. The companies will achieve this both by **individual** company initiatives and by working **collectively** in partnership with governments and NGOs like WWF. Specific, time bound and cost effective action plans for the different challenges in sourcing commodities like palm oil, soya, beef, paper and board are developed and implemented.

Refrigeration

Refrigeration is also a significant and growing source of greenhouse gases. This is because the dominant technology - hydro fluorocarbons (HFC) - is 1400 times more potent than carbon dioxide as a greenhouse gas. HFC's represent 1.5% of total warming potential today and are expected to increase to 6-9% of total GHG by 2050 unless we take action.

Again, the Consumer Goods Forum's Board has agreed on a resolution and action plan in November 2010: The companies recognize the major and increasing contribution to total greenhouse gas emissions from hydro fluorocarbons (HFCs) and derivative chemical refrigerants. The companies are taking action to mobilize resources within their respective businesses to begin phasing out HFC refrigerants by 2015 and replace them with non-HFC refrigerants (natural refrigerant alternatives) where these are legally allowed and available for new purchases of point-of-sale units and large refrigeration installations.

Work stream 3: Engaging consumers

Consumers care about the environment, the prospect of climate change, the depletion of the rainforests and other habitats. An essential pre-requisite for the work on engaging consumers is for the businesses in the consumer goods industry to agree on using consistent vocabulary. A dictionary of terms to be used by commercial partners will be developed, and the agreed language will be used to engage customers in meaningful behaviours.

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THE SUSTAINABILITY RESOLUTIONS

A resolution is a formal written statement of joint Retailer and Manufacturer actions aligned with the mission of The Forum. It is of voluntary character, but authoritative (non-binding in a legal sense). It is voted upon by the Board of Directors on behalf of the members of the CGF. It respects the Governing Statutes (article 14) and is shared with the members of The Forum and communicated to a broader audience.

At its meeting in November 2010, the CGF Board agreed on the following two resolutions:

RESOLUTION ON DEFORESTATION

As the Board of the Consumer Goods Forum we pledge to mobilise resources within our respective businesses to help achieve zero net deforestation by 2020.

We will achieve this both by **individual** company initiatives and by working **collectively** in partnership with governments and NGOs.

Together we will develop specific, time bound and cost effective action plans for the different challenges in sourcing commodities like palm oil, soya, beef, paper and board in a sustainable fashion.

We will also work with other stakeholders – NGOs, Development Banks, Governments etc – to create funding mechanisms and other practical schemes that will incentivise and assist forested countries to conserve their natural assets and enable them to achieve the goal of zero net deforestation, whilst at the same time meeting their goals for economic development.

RESOLUTION ON SUSTAINABLE REFRIGERATION

As the Board of the Consumer Goods Forum, we recognise the major and increasing contribution to total greenhouse gas emissions of HFCs and derivative chemical refrigerants.

We are therefore taking action to mobilize resources within our respective businesses to begin phasing-out HFC refrigerants as of 2015 and replace them with non-HFC refrigerants (natural refrigerant alternatives) where these are legally allowed and available for new purchases of point-of-sale units and large refrigeration installations.

We recognize that barriers exist to wide scale adoption of more climate-friendly refrigeration, namely legislative restrictions in some markets, availability, cost, safety, maintenance and servicing. We will work to overcome those barriers by strengthening existing collaborative platforms and initiatives. We also will use our collective influence to encourage our supply base to develop natural refrigerant technologies that meet our business demand under commercially viable conditions.

GLOBAL SOCIAL COMPLIANCE PROGRAMME (GSCP)

Launched end of 2006, the Global Social Compliance Programme is a business-driven programme for the continuous improvement of working and environmental conditions in global supply chains. The GSCP was created by and for global buying companies wanting to work collaboratively on improving the sustainability (social and environmental) of their often-shared supply base. To this end, these companies are working on harmonizing existing efforts to deliver a shared, global and sustainable approach based on consensus and best existing practice.

The GSCP provides a global cross-industry platform to promote the exchange of knowledge and best practices in order to build comparability and transparency between existing social compliance and environmental compliance systems. To this effect, the Global Social Compliance Programme has developed a set of Reference tools and processes that describe best existing practices and provide a common interpretation of working and environmental requirements and their implementation at supplier level. This approach enables mutual recognition between existing systems using the GSCP Reference tools as a benchmark through the GSCP Equivalence Process. This will allow for simpler buying and drive upward convergence in requirements and approaches to social / environmental compliance. This new and unique benchmarking process is available for use by organisations (buying companies but also initiatives, auditing bodies, certification bodies etc) on its dedicated platform www.gscpequivalenceprocess.com.

The GSCP is ultimately working towards remediation of root causes to non-compliances, aiming at supplier ownership of solutions and their implementation. With the Equivalence Process launched and the development of the Reference tools nearing completion, the Programme's focus is shifting towards supporting a collaborative approach to capacity building at supplier site. This will be delivered through the launch of working groups tackling on-ground topics requiring cross-industry guidelines, and by supporting implementation through the establishment of regional networks.

GLOBAL SOCIAL COMPLIANCE PROGRAMME	
GLOBAL SOCIAL COMPLIANCE PROGRAMME BOARDS	GLOBAL SOCIAL COMPLIANCE PROGRAMME TASK FORCE
<p><u>Executive Board</u> Chair: Marcela MANUBENS, Phillips-Van Heusen, USA Vice-Chair: Johann ZÜBLIN, Migros, Switzerland</p> <p>Paul DEARMAN, Tesco, UK Carole DE MONTGOLFIER, Carrefour, France Alan HASSENFELD, Hasbro, USA George JAKSCH, Chiquita, USA Rajan KAMALANATHAN, Wal-Mart Stores, USA Zoe McMAHON, Hewlett Packard, USA Louise NICHOLLS, Marks & Spencer, UK Greg PRIEST, Ikea, Sweden</p> <p>Ex-Officio: Claudine MUSITELLI, The Consumer Goods Forum</p> <p><u>Advisory Board</u> Chairman: Antoine BERNARD, FIDH, France</p> <p>Alke BOESSIGER, UNI Commerce, Switzerland Amir DOSSAL, United Nations Office for Partnerships, USA Stephen FROST, CSR Asia, Hong Kong Jan FURSTENBORG, ex-UNI Commerce, Switzerland Rafaël NEDZYNSKI, FGTA-FO, France Caroline REES, Harvard Kennedy School, USA David SCHILLING, Interfaith Centre for Corporate Responsibility, USA</p>	<p>ADIDAS, Germany AHOLD, The Netherlands AUCHAN, France BEST BUY, USA C&A, Germany CARREFOUR, France CASINO, France CHIQUITA, USA COOP SWITZERLAND, Switzerland DELHAIZE / HANNAFORD, Belgium / USA DELL, USA DOLE, USA EL CORTE INGLES, Spain GAP INC, USA GLOBUS, Germany HASBRO, USA HEWLETT PACKARD, USA ICA, Sweden IKEA, Sweden JC PENNEY, USA JERONIMO MARTINS, Portugal MARKS & SPENCER, UK MIGROS, Switzerland MONOPRIX, France PHILLIPS-VAN HEUSEN, USA PICK 'N PAY, South Africa SOBEY'S, Canada STARBUCKS COFFEE Co, USA TESCO, UK TIMBERLAND, USA WAL-MART, USA WALT DISNEY, USA WOOLWORTHS, Australia YAMADA DENKI Co, Japan</p>

Claudine MUSITELLI

▷ www.gscpnet.com

▷ gscp@theconsumergoodsforum.com



SAFETY & HEALTH

HEALTH & WELLNESS CORE TEAM

The role and mission of the Core Team is to scope and categorise existing momentum on Health & Wellness and develop collaborative industry actions between retailers and manufacturers, and public-private partnerships where relevant, for the promotion of health and wellness to consumers and shoppers. In a first step, this group has identified the scope, objectives and priorities of the further work on Health & Wellness and is now shaping the initiatives and necessary action plans for our industry.

HEALTH & WELLNESS CORE TEAM	
CORE TEAM – MANUFACTURERS	CORE TEAM – RETAILERS
Co-chairs Sanjay SEHGAL , Nestlé Aurora ADAME , Grupo Bimbo Saliha BARLATEY / Gisèle FOURNIER , Nestlé Group Paul BOYKAS , PepsiCo Roberto CIATI , Barilla Susan CROCKETT , General Mills Colleen HELKER , The Procter & Gamble Company Anne HEUGHAN , Unilever Rhonda JORDAN / Sarah DELEA / Richard BLACK , Kraft Foods Christine LAWRY , Kellogg Company Hideyo NAKAMURA / Takuji YASUKAWA , Kao Francis QUINN , L'Oréal John REID , The Coca-Cola Company Margarita ROSSI / Enrico TOJA , Johnson & Johnson Megan ROTTCHER , Mars	Co-chair Onno FRANSE , Ahold Jerry BLACK / Yasuo MASUDA , AEON Britta GALLUS , Metro Group Hervé GOMICHO N, Carrefour Terry SCICLUNA , Alliance Boots David SMITH , Sobeys Andrea THOMAS / Joe QUINN , Wal-Mart Stores Karen TONKS , Tesco Mark VERLEYE , Delhaize Associations Mary SOPHOS , GMA (for Liaison Group) The Consumer Goods Forum Sabine RITTER , Programme Director

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HEALTH & WELLNESS WORKSTREAM

The goal of this workstream is to equip the Industry with a thought leadership and collaboration platform on non-competitive health and wellness questions among manufacturers, retailers and their common stakeholders. The Board agreed to two key initiatives related to Health & Wellness:

One major initiative is focused on ongoing issues such as childhood obesity by

- 1) developing and implementing health and wellness principles and commitments for the consumer goods industry (food and non-food)
- 2) providing information and education to empower consumers and shoppers to make informed choices for their health and wellness.

Another initiative focuses on preparing for the future by building a clearer understanding of the health and wellness consequences and needs of aging populations.

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THE HEALTH & WELLNESS RESOLUTIONS

A resolution is a formal written statement of joint Retailer and Manufacturer actions aligned with the mission of The Forum. It is of voluntary character, but authoritative (non-binding in a legal sense). It is voted upon by the Board of Directors on behalf of the members of the CGF. It respects the Governing Statutes (article 14) and is shared with the members of The Forum and communicated to a broader audience.

At its meeting in June 2011, the CGF Board agreed on the following three Health & Wellness resolutions:

❖ **Specific Resolutions on Access & Availability of Products and Services**

We will offer consumers and shoppers a range of products and services that supports the goals of healthier diets and lifestyles.

For the **Food** sector, this includes:

- Continuing to develop / improve affordability and availability of existing products and services that support the goal of healthier diets and lifestyles
- Reducing the overall energy, salt/sodium, sugars, saturated and trans-fat content of our foods and beverages to help address public health priorities
- Enhancing our products with respect to ingredients and nutrients which should be encouraged in the diet
- Seeking opportunities to address nutritional deficiencies of vulnerable populations
- Providing healthier choices of products and services for a range of budgets
- Developing product sizes for a range of consumer needs
- Promoting consumption of fruits and vegetables.

For the **Non-Food** sector, this includes:

- Continuing to develop / improve affordability of existing products that support the goal of healthier lifestyles
- Developing product sizes for a range of consumer needs and budgets
- Providing better access to personal care through public and private channels.

❖ **Specific Resolutions on Product Information & Responsible Marketing**

We will provide transparent, fact-based information that will help consumers and shoppers make informed product choices and usages.

For the **Food** sector, this includes:

- Providing globally, wherever feasible, on-pack nutrition information on products – for at least seven (7) parameters: energy, carbohydrates, total sugars, protein, fat, saturated fats, sodium, and also for nutrients on which a nutrition or health claim is made. This will include per serving/portion and per 100 g/ml, if required, and may include the contribution to the diet as a percentage of the official daily intake guidance, where such values are available.
- Displaying energy information (at minimum) on the front of pack in markets, where there is currently no specific recommendation for Front of Pack nutrition information
- Acknowledging that there are other existing Front of Pack labelling systems in various parts of the world – particularly those supported by local governments – we will work synergistically with other on-pack information.
- Committing to voluntary, company-specific measures to ensure that any advertising to children under the age of 12 years is only for products which fulfill specific nutrition criteria based on scientific evidence and /or applicable national and international dietary guidelines or that we do not advertise at all on media directed to children under the age of 12 years.

For the **Non-Food** sector, this includes:

- Displaying clear product usages on packaging
- Partnering with school communities, including parents and educators, to provide information consistent with developing habits of safe product usage
- Partnering with healthcare professionals to develop holistic solutions for managing the health and wellness of their patients throughout the various life stages

❖ **Specific Resolutions on Communication & Education about Healthier Diets and Lifestyles**

We will use communication and educational programs to help raise consumer awareness on health & wellness and energy balance to inspire healthier diets and lifestyles.

For both the **Food** and the **Non-Food** sectors, this includes:

- Providing opportunities for our consumers and employees to lead healthier lives, including smoke free environments and employee wellness programmes
- Encouraging and supporting our consumers of all ages to make informed choices and become more physically active
- Promoting overall physical and mental health (both cognitive and emotional)
- Partnering with school communities, on request, including parents, educators and authorities to provide information that support developing habits of sensible, balanced diets, good hygiene, and regular physical activity
- Supporting public health and civil society initiatives which promote active, healthy living, particularly those which inform consumers about good hygiene as well as achieving energy balance through healthier diets and lifestyles and increased physical activity

For the **Non-Food** sector, this *also* includes:

- Promoting healthy skin through UV protection (sunscreen and practices)
- Encouraging self-confidence through healthful practices and positive body image
- Partnering with healthcare professionals to encourage prevention
- Advance community wellness thorough health literacy, education and promotional initiatives that increase public understanding of basic health indicators and how to effectively access health resources

FOOD SAFETY WORKSTREAM

► Global Food Safety Initiative (GFSI)

The Global Food Safety Initiative is a business-driven initiative for the continuous improvement of food safety management systems to ensure confidence in the delivery of safe food to consumers worldwide. GFSI provides a platform for collaboration between some of the world's leading food safety experts from retailer, manufacturer and food service companies, service providers associated with the food supply chain, international organizations, academia and government.

The initiative was launched in 2000 following a number of food safety crises when consumer confidence was at an all-time low. Since then, experts have been collaborating in numerous Technical Working Groups to tackle current food safety issues defined by GFSI stakeholders head on. Current activities within GFSI include the definition of food safety requirements along the entire food supply chain to cover scopes such as feed, distribution and packaging. The development of a capacity building programme for small and/or less developed businesses is facilitating their access to local markets and a focus on food safety auditors is bringing industry experts to common consensus on the skills, knowledge and attributes that a competent auditor should possess.

▷ www.mygfsi.com

▷ gfsinfo@theconsumergoodsforum.com

► The Global Food Safety Conference

This unique annual event brings together leading food safety specialists from all over the world to advance food safety globally. It is a unique platform for top decision makers from the food industry worldwide to share knowledge, create networking opportunities and conduct business. It also provides the opportunity to benefit from thought-provoking presentations from internationally reputed industry experts and hear innovative ideas, discuss top-of-mind issues, get the latest updates on the Global Food Safety Initiative.

▷ www.tcgffoodsafety.com

▷ foodsafety@theconsumergoodsforum.com

► GFSI Focus Days / Food Safety Regional Events

The one-day regional events aim at raising awareness around GFSI on a global scale and specifically in regions that are not familiar with the work of the Initiative. These are opportunities to create or expand the food safety network in those targeted regions and to learn about current food safety trends with fellow food safety experts. On these occasions, speakers from global companies share their experiences of managing food safety in their organizations. Delegates can also learn more about GFSI and the added value and benefits of adopting the GFSI approach.

▷ www.mygfsi.com

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GLOBAL FOOD SAFETY INITIATIVE FOUNDATION BOARD

Chairman:

Yves REY, Danone, France

Vice Chairs:

Cenk GURUL, AEON, Japan

Frank YIANNAS, Wal-Mart, USA

Peter BEGG, Kraft, USA

Hugo BYRNES, Royal Ahold, The Netherlands

Kevin CHEN, China Resources Vanguard, China

D.V DARSHANE, The Coca-Cola Company, USA

Bryan FARNSWORTH, Hormel Foods, USA

Hervé GOMICHON, Carrefour, France

Cindy JIANG, McDonald's, USA

Michael LIEWEN, YUM! Brands, USA

Payton PRUETT, Kroger, USA

Mike ROBACH, Cargill, USA

Rick ROOP, Tyson Foods, USA

Zaotian WAN, COFCO Corporation, China

Claudine MUSITELLI

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OPERATIONAL EXCELLENCE

OBJECTIVE

The objective is to enable trading partners and the Consumer Goods Industry to better serve our consumers and shoppers by driving Operational Excellence utilizing the collaborative business practices of New Ways of Working Together.

This will be accomplished by:

- Focusing and integrating the various legacy Committees and Work Groups on industry-wide relevant topics, bringing greater scale to our efforts while eliminating duplication
- Developing and defining best practices for collaborative business processes between manufacturers, retailers and other partners in the extended value chain to drive consumer benefits. This would include the adoption and implementation of best practices, GS1 Standards and Industry Utilities.
- While continuing to leverage the strong networking and knowledge sharing capabilities of the Consumer Goods Forum on these topics.

OPERATIONAL EXCELLENCE CORE TEAM - NEW WAYS OF WORKING TOGETHER

An important element of success will be the ability to integrate all of this work. To that end, the Operational Excellence Core Team will serve as the Integration Platform and Steering Group and will provide both the visible leadership and ownership of all the work. Its other objective is to drive and implement change in the way our industry collaborates (in bi-lateral trading relationships and on non-competitive Industry issues) to better serve our consumers and shoppers)

This Team is comprised of Chief Customer or Chief Commercial Officers; engaged, and supported by their Consumer Good Forum Board Member CEO.

OPERATIONAL EXCELLENCE CORE TEAM - NEW WAYS OF WORKING TOGETHER

Co-Chairmen:

Diego BEVILACQUA, Metro
Bob FREGOLLE, Procter & Gamble

Patrice BULA, Nestlé
Dirk van den BERGHE, Delhaize
Claudio COLZANI, Unilever
Jean Noel DIVET, L'Oréal
Kevin DOUGHERTY, The Kroger
Marty GARDNER, Wegmans
Ignacio GONZALEZ, Carrefour
Iain HOLDING, Beiersdorf
Richard KELLAM, Mars

Shigeru KOSHIBA, Kao
Philippe LAMBOTTE, Kraft Foods
Caroline MAK, Dairy Farm
John MAYER, Smucker
Fernando SERPA, Wal-Mart
Kiki STIEMER, Ahold
Jeffrey STRONG, Johnson & Johnson
Jerry WILSON, Coca-Cola
Andrew YAXLEY, Tesco

Sabine RITTER, The Consumer Goods Forum

Sabine RITTER

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MARKETING COMMITTEE - ACTIVATING SHOPPER AND CONSUMER INSIGHTS

This Committee will:

- Identify and broaden our understanding of changes and trends that will impact the way we engage with shoppers and consumers
- Define best practices of ways of working together to unlock mutual growth benefits
- Provide a platform for discussion, networking and knowledge transfer
- Identify additional and new business requirements (including future talent competencies)
- Develop methodologies to implement best practices

MARKETING COMMITTEE

Co-Chairs:

Stephen SMITH, Walmart, China

Arnaud DE BELLOY, Nestlé, Switzerland

Jonathan ACKERMAN, Pick’N Pay Retailers, South Africa

Adam BALON, Innocent Drinks, UK

Carolyn BRADLEY, Tesco, UK

Jeff BURT, The Kroger, USA

GUY ELEWAUT, Delhaize, Belgium

Bernard FEVRY, Coca-Cola Europe, France

Angela FRANCOLINI, Mc Cormick, USA

Markus GISIGER, Migros, Switzerland

Robert KITCHING, Unilever, The Netherlands

Sharon JESK

▷ www.tcgfmarketingforum

▷ marketing@theconsumergoodsforum.com

Meg LEVENE, Johnson & Johnson, USA

Satoshi NAKASHIMA, Meiji Co., Japan

Kristen NOSTRAND, Procter & Gamble, USA

SIMON POTTS, Alliance Boots, UK

Patrick ROUVILLOIS, Carrefour, France

Jean RUBENS, Casino, France

Vanessa SILVA, Jeronimo Martins, Portugal

Satoru TANAKA, Kao, Japan

André TORDJMAN, Little Extra (Auchan Group), France

Jean-Jacques VANDENHEEDE, The Nielsen Company, Belgium

Tim WELCH, PepsiCo, USA

Paolo ZAZZI, Barilla, Italy

Russell ZWANKA, Price Chopper, USA

IT COMMITTEE – CONNECTING BUSINESSES FOR CONSUMERS

This Committee will focus on enabling trading partners bi-laterally to connect their businesses through non-competitive information sharing and the technologies to support it. It will incorporate the various information and IT focused activities to include the linkages with GS1, the development and implementation of best practices, GS1 standards and industry utilities. The Committee is currently developing projects in the following areas: Cloud computing, Data Integrity & Information Availability, Consumer Devices & Associated Apps, Real Time Retailing, and Social Networks.

IT COMMITTEE

Co-Chairs:

August HARDER, Coop, Switzerland

Clyde PEREIRA, Coca-Cola Hellenic, Austria

Masayuki ABE, Kao Corporation, Japan

Luis ARAUJO, Jeronimo Martins, Portugal

Greg BUCKLEY, Pepsico, USA

Guy CHAMBERS, Swire Beverages, China

Andrija DEREZIC, Mercator, Slovenia

Martin HAAS, Migros, Switzerland

Scott HARRISON, Delhaize, USA

Rod HEFFORD, Unilever, UK

Clinton KEAY, Sobeys Inc., Canada

Sharon JESKE

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▷ it@theconsumergoodsforum.com

Espen KJONBERG, Norgesgruppen, Norway

Andreas KRANABITL, Spar, Austria

Kevin PUPPE, Johnson & Johnson, USA

Marco ROSSI, Barilla, Italy

Jens SIEBENHAAR, Rewe, Germany

Franck SUYKENS, Delhaize Group, Belgium

Joseph TAYLOR, Walmart, USA

Francesco TINTO, Kraft Foods, USA

Milan TURK, Procter & Gamble, USA

Wim Van HERWIJNEN, Metro, Germany

Jerry WOLFE, McCormick, USA

Mike YORWERTH, Tesco, UK

GLOBAL SCORECARD PROJECT

The Global Scorecard is a capability assessment tool supported by globally agreed Key Performance Indicators (KPIs). It allows companies to measure their current best practice (ECR) and standards implementation capability, compare themselves to best practice and to others in the industry in order to set improvement targets with associated actions.

GLOBAL SCORECARD WORKING GROUP		
Chairman: Jim FLANNERY , Procter & Gamble	GS1	KELLOGG'S EUROPE
AIM / ECR EUROPE	GS1 Austria	KIMBERLY-CLARK
Cal State San Marcos	GS1 Canada	KRAFT FOODS
CARREFOUR	GS1 Columbia (CECRAL)	METRO
CGC Japan	GS1 France	MIZKAN
COCA-COLA	GS1 Germany	NESTLE
COLGATE-PALMOLIVE	GS1 Japan	ORACLE
CONTINENTAL CAR TIRES /	GS1 Mexico (AMECE)	PEPSICO
EUROPE	GS1 Netherland	PROCTER & GAMBLE
DANONE	GS1 Spain	S.T. Corp.
ECR Brazil	GS1 US	SA2 WORLDSYNC
ECR France	IBM	SARA LEE
ECR Switzerland	IBM BUSINESS SOLUTIONS/ECR	SARA LEE INTERNATIONAL
FMI (FOOD MARKETING	ASIA/THAILAND	UNILEVER
INSTITUTE)	IBM US	UNIVERSITY OF ST. GALLEN
	JM SMUCKER	WEGMAN'S
	JOHNSON & JOHNSON	WHU KOBLENZ
	KAO	

Ruediger HAGEDORN

▷ www.globalscorecard.net

▷ r.hagedorn@theconsumergoodsforum.com

SUPPLY CHAIN - DELIGHTING THE CONSUMER. ACTING AS ONE.

This Committee will focus on enabling trading partners bi-laterally to increase efficiency in Supply Chain Management, eliminate waste and disruption and improve service to consumers and shoppers. It will be focused on the development and knowledge sharing of best practices to remove non value-added costs from the supply chain.

The group will (among other activities):

- Define best practices and standards
- Provide platform for discussion, networking and knowledge transfer
- Help drive the implementation of best practices (e.g. on the Future Supply Chain and the Global Upstream Supply Initiative)
- Help drive the adoption of Standards

SUPPLY CHAIN COMMITTEE		
Co-Chairs: Tony VENDRIG , Ahold Europe, The Netherlands John S. PHILLIPS , PepsiCo, USA Petra ALBUSCHUS , ICA, Sweden Tony BORG , Nestlé, Switzerland Roberto CANEVARI , Carrefour, France Nuno CARDOSO , Jeronimo Martins, Portugal Kevin DOUGHERTY , Kroger, USA Geoff FULFORD , Unilever, UK Martin GLEISS , Spar, Austria Cenk GUROL , Aeon, Japan	Sharon JESKE , The Consumer Goods Forum David JONES , Waitrose, UK Herbert KUENG , Kraft Foods, Austria Kieron LOW , L'Oréal, France Kerry McNAIR , The Coca-Cola Company, USA Andreas MÜNCH , Migros, Switzerland Stefano PIETRONI , Barilla, Italy	Jim RADIN , Mc Cormick, USA Joze SADAR , Mercator, Slovenia Yannis SKOUFALOS , Procter & Gamble, USA Nahoto TAKAHASHI , Kirin Brewery, Japan Xavier URY , Delhaize, Belgium Current Special Advisor to the Committee Valentin ELISTRATOV , DHL Exel, France

Sharon JESKE

▷ www.tcgfsupplychain.com

▷ supplychain@theconsumergoodsforum.com

FUTURE SUPPLY CHAIN PROJECT

The 2016 Future Supply Chain Project addresses new requirements of the physical flow of goods, driven by forces like volatile energy costs and a growing population density. The objective of this project is to help manufacturers and retailers defining their future Supply Chain and its requirements based on best practices and scenarios that reflect identified future trends.

FUTURE SUPPLY CHAIN PLATFORM

Co-Chairmen:

Roland DACHS, Crown Europe

Agustin RIVEIRO, Carrefour

AHOLD

AIM / ECR EUROPE

BARILLA

BEIERSDORF AG

CAPGEMINI

CARREFOUR

COLGATE PALMOLIVE

CROWN EUROPE

DAMM

ENERGIZER

FREUDENBERG HAUSHALTSGRUPPE (VILEDA)

HEINEKEN

KELLOGG COMPANY

KRAFT FOODS EUROPE

L'OREAL

MARS

METRO GROUP

NESTLE

PHILIPS

PMI Services

PROCTER & GAMBLE

SARA LEE INTERNATIONAL

SCA Tissue Europe

TESCO

UNILEVER

Ruediger HAGEDORN

▷ www.futuresupplychain.com

▷ r.hagedorn@theconsumergoodsforum.com

GLOBAL UPSTREAM SUPPLY INITIATIVE (GUSI)

The GUSI Working Group drives the three following activities:

- Support the evolution of the Upstream Integration Model (UIM) that describes the business processes and functionality needed for efficient upstream integration for raw materials, ingredients and packaging
- Provide input to the development of the GS1 Standards and Implementation work
- Build awareness and momentum of usage of solutions and standards

GLOBAL UPSTREAM SUPPLY INITIATIVE (GUSI)

Co-Chairmen:

Beth LESTER, Sara Lee,
Germany

Juan F. ZURITA DUQUE,
Novozymes, Denmark

CADBURY ADAMS

COLGATE PALMOLIVE

CRESCENT PARK CORP.

CROSSGATE

CROWN

ELEMICA

FIRMENICH
FOUNDATION FOR
STRATEGIC SOURCING

(F4SS)

GENERAL MILLS

GS1

GS1 Canada

GS1 Netherlands

GS1 US

GXS

HEINZ

HENKEL
HERSHEY COMPANY
INTERNATIONAL
FLAVOURS &
FRAGRANCES (IFF-US)
KENRA
KIK CUSTOM PRODUCTS
KLEEN TEST PRODUCTS
KRAFT FOODS
LEK
MARS PETCARE FRANCE
MERIDIAN INDUSTRIES
NESTLÉ
NOVOZYMES

PIPECHAIN
PROCTER & GAMBLE
SAP
SARA LEE
SEEBURGER
SYMRISE
TYSON FOODS
UNILEVER
VICS (VOLUNTARY
INTERINDUSTRY
COMMERCE SOLUTIONS)
WRIGLEY US

Ruediger HAGEDORN

▷ <http://gusi.mycgforum.com>

▷ r.hagedorn@theconsumergoodsforum.com



KNOWLEDGE SHARING & PEOPLE DEVELOPMENT

OBJECTIVES

- Support the overall thought-leadership and collaborative work of The Forum and make it the ultimate source of thought-leadership
- To ensure the Forum's collaborative work is accessible
- To research and identify annually, the role of The Consumer Goods Forum
- To champion the development of industry leaders
- To ensure that The Global Summit excels as the place where the global agenda for the sector is communicated.

VISION

- To provide a virtuous circle of information from and across the organisation's strategic pillars to its members, the Consumer Goods Industry and its further stakeholders
- To develop a Knowledge Navigator as the thought-leadership centre of the global retailer and consumer goods industry
- To mentor our industry's people in the process

Rhoda LANE-O'KELLY

▷ r.lane.okelly@theconsumergoodsforum.com

KNOWLEDGE NAVIGATOR PROJECT

The Knowledge Navigator project is focused on driving new levels of collaboration and knowledge sharing across The Consumer Goods Forum and the CPG and retail industries. It is being created as a "One Stop Shop" for information and insights on key work being done in each of the forum's pillars along with creating visibility to other relevant industry information. The Knowledge Navigator will also incorporate robust social networking tools to connect individuals across the association.

Portal Objective

- To become the new face of The Consumer Goods Forum on the web and the place to collaborate with peers
- To develop a business network by leveraging robust social networking tools
- To be a "One Stop Shop" for information on relevant industry topics
- To enable easy creation of team and project sites to facilitate collaboration

Sharon BLIGH

▷ s.bligh@theconsumergoodsforum.com

THE GLOBAL SUMMIT

The Global Summit is the event for the leaders of the consumer goods business, exclusively reserved to members of The Forum. Speakers include thought-leaders who, together, provide a 360° vision for the consumer goods industry. They are personalities from the business, political, economic and social environments that all have impact on the ultimate consumer and the general context in which the industry operates. The Summit provides penetrating insights and knowledge on the key challenges facing the sector. It is the place where the global agenda for the consumer goods industry agenda is set.

THE GLOBAL SUMMIT COMMITTEE

CHAIRMAN:

Klaus DOHLE, Dohle Handelsgruppe, Germany

Mark BATENIC, IGA, USA

Jerry BLACK, AEON, Japan

ED CHAN, Wal-Mart, China

Peter CHILD, McKinsey, UK

Claudio COLZANI, Unilever, USA

Antonio COTO GUTIERREZ, Dia, Latin America

Werner GEISSLER, Procter & Gamble, USA

Rhoda LANE-O'KELLY, The Consumer Goods Forum

Jean-Jacques LEBEL, L'Oréal, France

Alfred OETKER, Dr. Oetker Nederlands, The Netherlands

Dominique REINICHE, Coca-Cola, Europe

Anders SVENSSON, ICA, Sweden

Rhoda LANE-O'KELLY

▷ www.tcgfsummit.com

▷ summit@theconsumergoodsforum.com

FUTURE LEADERS PROGRAMME

The Future Leaders Programme (FLP) is designed for young managers drawn from The Consumer Goods Forum member companies, who represent the future leaders of the consumer goods business. This programme includes strategic, operational and leadership modules for an interactive learning experience in an international setting.

FUTURE LEADERS COMMITTEE

CHAIRMAN:

Guy TIEBACKX, Develey Senf & Feinkost, Germany

Hege ABRAHAMSEN, ICA, Norway

Georg BRUCH, Globus, Russia

Anca DAMOUR, Carrefour Property, Romania

Jerry FLEEMAN, Food Lion, USA

Richard FLINT, Nike, The Netherlands

Tara HAYNIE, Wal-Mart, USA

Bas HAUWERT, Ahold, The Netherlands

John JOVE, PepsiCo, USA

Karsten KAMIN, The Coca-Cola Company, Germany

Patrick KGENGWENYANE, Pick n Pay, South Africa

Simon LAU, TCC, Hong-Kong China

Thomas STORCK, Galeria Kaufhof, Germany

Giuseppe ZULIANI, Conad, Italy

Rhoda LANE-O'KELLY

▷ www.tcgfflp.com

▷ flp@theconsumergoodsforum.com

THE REGIONAL ACTIVITIES

JAPAN DAY

Japan Day is the gathering for The Consumer Goods member executives in Japan. It is an annual, complimentary, half-day event which takes place in Tokyo in spring. The first Japan Day in this format was held in 2007.

Tetsu TOMONAGA

▷ tokyo@theconsumergoodsforum.com

ROUNDTABLE OF THE AMERICAS

Roundtable of the Americas (ROTA) is a top-executive level share group for regional grocery retailers from the US, Canada and Latin America. Group members do not compete with each other, enabling discussions to be open and candid. This group meets twice a year and each meeting lasts 2-3 days. Topics are chosen in advance by the retailers. Participation is by invitation only.

Jonathan BERGER

▷ washington@theconsumergoodsforum.com

FORO LATINO

Foro Latino is a top-executive level share group for regional grocery retailers from Latin America. Group members do not compete with each other, enabling discussions to be open and candid. This group meets twice a year and each meeting lasts 2-3 days. Topics are chosen in advance by the retailers and focus on the unique challenges facing Latin retailers. Meetings are conducted entirely in Spanish and participation is by invitation only.

Jonathan BERGER

▷ washington@theconsumergoodsforum.com

INTERESTED IN BECOMING A MEMBER?

To join The Consumer Goods Forum, you need to make a formal application for approval by the Board of Directors of The Forum. Membership is on a company basis. Each member company is represented by a main contact at the level of Chairman, President or Chief Executive Officer.

Annual membership dues are based on each company's sales volume.

For all enquiries, please contact:

Marc VAN DER LIET

Director, Marketing & Membership Services

Tel: (+33) 1 82 00 95 84

Fax: (+33) 1 82 00 95 96

▷ membership@theconsumergoodsforum.com

MEMBER COMPANIES (as of 29.03.2012)

3M
5ONE MARKETING
A.S. WATSON
A.T. KEARNEY
ACCENTURE
ADVANCING FOOD SAFETY
AECOC - GS1 Spain
ÆON
AFC - AMAZING FOOD CONCEPTS
AFCO
AGRARMARKT AUSTRIA MARKETING
AGRO-DEVELOPPEMENT
AHOLD
AHT COOLING SYSTEMS
AIM - EUROPEAN BRANDS ASSOCIATION
AJINOMOTO CO
AKITA
ALDATA SOLUTION
ALEX LEE
ALFA BETA VASSILOPOULOS
ALLIANCE BOOTS
ALMACENES EXITO
ALPHAMEGA HYPERMARKET
ALTAVIA
AIMIA
AMKA
ANALYSE SOLUTIONS
ANCC COOP
ANCD - CONAD
ANDROS
ANHEUSER-BUSCH INBEV
ANIA
APED - Associação Portuguesa de Empresas de Distribuição
APRINDO (Indonesian Retail Merchants Association)
ARATA CORP.
ARTELI
ASAHI BREWERIES
ATOS
AUCHAN
AUSTRALIAN FOOD & GROCERY COUNCIL
AUSTRALIAN RETAILERS ASSOCIATION
AUTO MERCADO
AXWAY
BACARDI MARTINI
BAHLSSEN
BARILLA
BAVARIA
BEIERSDORF
BEIJING HUALIAN
BENNET
BERENBERG
BETTER LIFE COMMERCIAL CHAIN SHARE CO. (BuBuGao)
BIC
BIMBO
BONGRAIN
BOOZ & COMPANY
BOSTON CONSULTING GROUP
BRAND LOYALTY
BRITISH AMERICAN TOBACCO
BUMBLE BEE FOODS
BUREAU VERITAS
BVL (Bundesverband des Deutschen Lebensmittelhandels)
CAMPBELL SOUP
CAPGEMINI
CARGILL
CARGILLS (CEYLON)
CARREFOUR
CARTAMUNDI
CASA LEY
CASINO
CATALINA MARKETING
CCFA - China Chainstore & Franchise Association
CBL (Centraal Bureau Levensmiddelenhandel)
CENTRAL FOOD RETAIL
CENTRO CUESTO NACIONAL
CEVA
CFIG (Canadian Federation of Independent Grocers)
CIEH (Chartered Institute Of Environmental Health)
CHINA RESOURCES
CHIQUITA
CIC HOLDINGS
CISCO
CITTERIO
CLEAR CELL
CLOROX
THE COCA-COLA COMPANY
COFCO
COINSTAR
COLD STORAGE
COLGATE PALMOLIVE
COMEOS (Fédération Belge de la Distribution)
CONAD - CONSORZIO NAZIONALE DETTAGLIANTI
CONSUMER GOODS COUNCIL OF SOUTH AFRICA
CONSUMERS CO-OPERATIVE TOKYO
CONTINUITY COMPANY
COOP SWITZERLAND
COOP ATLANTIQUE
CROSSMARK
D&S
DAGROFA
DAIRY FARM
DANONE
DAYMON WORLDWIDE
DELHAIZE
DELOITTE
DET NORSKE VERITAS
DEVELEY SENF & FEINKOST
DHL EXEL SUPPLY CHAIN
DIAGEO
DIVERSEY
DLF
DOHLE
DOLE JAPAN
DOMAINE GAYDA / INDIGO WINE GROUP
DR. KURT WOLFF
DR. OETKER
EBARA FOODS
ECMA - PRO CARTON
ECOLAB
ECRM
EGG FARMERS OF CANADA
EL CORTE INGLES
EMD
EMNOS
ERNST & YOUNG
EUROCASH
EUROCOMMERCE
EURO POOL SYSTEM INTERNATIONAL
EZAKI GLICO
FARMACIA GUADALAJARA
FCD (Fédération des Entreprises du Commerce et de la Distribution)
FCPC (Food and Consumer Products of Canada)
FEDERDISTRIBUZIONE
FEFCO (European Federation of Corrugated Board Manufacturers)
FELDBACHER FRUIT PARTNERS
FERRERO
FHG IPP LOGIPAL

FREIBERGER
 FUJI BAKING
 FUJITSU
 GAVRILOVIC
 GENDI - GS1 France
 GENERAL FOODS HOLDINGS
 GENERAL MILLS
 GENERIX
 GENFA/GS1
 GEORGIA-PACIFIC
 GLAXOSMITHKLINE
 GLOBUS
 GMA (Grocery Manufacturers Association)
 GOODHEART RESOURCE
 GPS DATASERVICE
 GS1 Australia
 GS1 Austria
 GS1 Belgium
 GS1 Canada
 GS1 Finland
 GS1 France
 GS1 Germany
 GS1 GLOBAL OFFICE
 GS1 Ireland
 GS1 Luxembourg
 GS1 Netherlands
 GS1 Russia
 GS1 Sweden
 GS1 Switzerland
 GS1 UK
 GS1 USA
 GUANGZHOU LIBY
 GUYENNE ET GASCOGNE
 HDE (Handelsverband Deutschland)
 H-E-B
 HEALTHCARE DISTRIBUTION MANAGEMENT ASSOCIATION
 HEINEKEN
 HEINEN'S FINE FOODS
 HENKEL
 HENNY PENNY
 HERSHEY
 HIKARI MISO
 HIPERMAXI
 HITACHI TRANSPORT SYSTEM
 HONG KONG QUALITY ASSURANCE AGENCY
 HORMEL FOODS
 HOUSE FOODS
 HR GROUP
 HYPERCITY RETAIL
 I.L.E.C. (Institut de Liaisons et d'Etudes des Industries de Consommation)
 IBM
 IBC (Associazione Industrie Beni di Consumo)
 ICA
 IFA ESPAÑOLA
 IFCO SYSTEMS
 IFFCO
 IGA
 IGD
 INDICOD-ECR
 INGLES MARKETS
 INMAR
 INNOCENT DRINKS
 INTERNATIONAL EGG COMMISSION
 INTERNATIONAL HALAL INTEGRITY ALLIANCE
 IOVATE HEALTH SCIENCES
 IQNet
 ITM LOGISTIQUE INTERNATIONAL
 ITO EN
 ITOCHU-SHOKUHIN
 ITOHAM
 ITO-YOKADO
 ITW HI-CONE
 IZUMIYA
)

JAPAN CHAIN STORES ASSOCIATION
 JAPAN TRASCITY CORPORATION
 JAPANESE CONSUMERS' CO-OPERATIVE UNION (JCCU)
 JMR
 JOHNSON & JOHNSON
 KAGOME
 KANTAR RETAIL
 KANTOUYA MATANO SHOKUHIN
 KAO
 KASTNER
 KATO SANGYO
 KELLOGG
 KESKO
 KEW PIE
 KIKKOMAN
 KIMBERLY-CLARK
 KIRIN
 KNAPP
 KOKUBU
 KONZUM
 KPMG
 KRAFT FOODS
 KROGER
 KONZUM
 LA ANONIMA
 LA COLONIA
 LAMBERTZ
 LAWSON
 LESIEUR
 LINDT & SPRÜNGLI
 LION CORPORATION
 LOBLAWS
 LOGyCA
 LONGO BROTHERS FRUIT MARKETS
 L'ORÉAL
 LOTUS BAKERIES
 LOUIS DELHAIZE
 MANAGEMENT ENGINEERS
 MANOR
 MARKANT
 MARKS & SPENCER
 MARS
 MARUBENI CORPORATION
 MARUDAI FOODS
 MAYEKAWA EUROPE
 McCAIN FOODS
 McCORMICK
 MCKINSEY
 MEDIAPERFORMANCES
 MEGA MART
 MEIJER
 MEIJI
 MEGMILK SNOW BRAND
 MERCADONA
 MERCATOR
 MERCO
 MERIEUX NUTRISCIENCES CORPORATION
 MERISON RETAIL
 MESTDAGH
 METCASH
 METRO GROUP
 METRO MARKETS (MANSOUR Group)
 MICROSOFT
 MIGROS TICARET
 MIGROS-GENOSSENSCHAFTS-BUND
 MIKAKATU
 MITSUBISHI CORPORATION
 MITSUBISHI SHOKUHIN
 MIZKAN
 MONOPRIX
 MONSANTO
 MORINAGA
 MORINAGA MILK INDUSTRY
 MUSCO OLIVE

NACS - The Association for Conv. & Petroleum Retailing
 NAMP (North American Meat Processors)
 NATIONAL REGISTRY OF FOOD SAFETY PROFESSIONALS
 NCR Japan
 NESTLE
 NETTORAMA
 NICHIREI FOODS
 NIELSEN
 NIHON SHURUI HANBAI
 NIKKOHREN
 NIPPON ACCESS
 NIPPON MEAT PACKERS
 NIPPON SUISAN KAISHA
 NISSEI
 NISSHIN OILIO
 NISSIN FOODS
 NORGESGRUPPEN
 NORWEGIAN ASSOCIATION OF WHOLESALE GROCERS
 NTUC FAIRPRICE
 NUALIGHT
 OHAYO DAIRY PRODUCTS
 ORACLE
 OVERWAITEA
 OVOTHERM
 P.K. HALSTEAD
 PALTAC CORPORATION
 PAO DE ACUCAR
 PARK 'N SHOP
 PAYBACK
 PEIJNENBURG
 PEPSICO
 PERIFEM
 PICK n PAY HOLDINGS
 PLANET RETAIL
 POM WONDERFUL
 POLYMER LOGISTICS
 PRGX
 PRICE CHOPPER
 PRICEWATERHOUSECOOPERS
 PROCTER & GAMBLE
 PT. SUMBER ALFARIA TRIJAYA
 QUOFORE
 RALLYE
 RECKITT BENCKISER
 RENOVA
 REWE
 RHEINGOLD INSTITUTE
 RLC PACKAGING
 ROBINSONS SUPERMARKET
 ROLAND BERGER
 RUPP
 RUSTAN SUPERCENTERS
 S & B FOODS
 S.C. JOHNSON & SON
 SAFEWAY BLACKHAWK NETWORK
 S-MART
 SANITARIUM HEALTH & WELLBEING
 SAP
 SAPPORO
 SCA
 SCHIEVER
 SCHLECKER
 SEALED AIR
 SEICOMART
 SENKO
 SHIKISHIMA BAKING
 SHINMEI
 SHIYAO INVESTMENT
 SHISEIDO
 SHOPRITE CHECKERS GROUP
 SIG COMBIBLOC
 SINGAPORE RETAILERS ASSOCIATION

SMUCKER
 SOBEYS
 SOK
 SOLLA
 SONAE - MODELO CONTINENTE
 SPAR INTERNATIONAL
 SPAR ÖSTERREICH
 ST MICHEL-BISCUITS
 STEF-TFE
 STRAUSS COFFEE
 SUNTORY
 SUPER SAN FRANCISCO DE ASIS
 SUPER SEIS/STOCK
 SUPERMAXI - Supermercados La Favorita
 SUPERMERCADOS DISCO DEL URUGUAY
 SUPERMERCADOS PERUANOS
 SUPERUNIE
 SUPERVALU
 SUPPLIER INFORMATION MANAGEMENT
 SUTTERLÜTY
 SWIRE BEVERAGES
 SYMPHONY IRI
 SYNGENTA
 SYSTEME U
 TABLEMARK
 tegut... GUTBERLET
 TERAOKA SEIKO
 TERRA TECHNOLOGY
 TESCO
 TETRA PAK
 THAI RETAILERS ASSOCIATION
 TOA
 TOKYU STORE CHAIN
 TOYO REIZO
 TOYO SUISAN KAISHA
 TRACE ONE
 UKROP'S
 UNICHARM
 UNILEVER
 UNIMARC
 UNIVEG
 UNY
 VANDERLANDE INDUSTRIES
 VARTA CONSUMER BATTERIES
 VINCLUM JAPAN
 VRANKEN POMMERY
 WAITROSE / JOHN LEWIS
 WAKEFERN
 WALGREENS
 WALKERS SHORTBREAD
 WAL-MART
 VANDERLANDE INDUSTRIES
 WEGMAN'S
 WEIS MARKETS
 WIESENHOF
 WINERY EXCHANGE
 WITRON
 WOOLWORTHS Australia
 WOOLWORTHS South Africa
 YAMABOSHIYA
 YAMATO TRANSPORT
 YAMAZAKI BAKING

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2012 CALENDAR OF EVENTS

25 April Tokyo Tetsu TOMONAGA Tel : (81) 3 6272 6283 tokyo@theconsumergoodsforum.com	The Japan Day
20 – 22 June Istanbul Rhoda LANE-O’KELLY Tel: (+33) 1 82 00 95 67 summit@theconsumergoodsforum.com	The Global Summit “The Gateway to Retail Growth” ▶ An event for top-level executives in the consumer goods business that provides insights into the key challenges facing our sector and an unparalleled opportunity for networking among CEOs. www.tcgsummit.com
14 – 16 October Rome Rhoda LANE-O’KELLY Tel: (+33) 1 82 00 95 67 flp@theconsumergoodsforum.com	The Future Leaders Congress ▶An event for future leaders to analyse the competitive dynamics in the sector and to enable them to further develop their potential and enhance their contribution to the business. www.tcgfflp.com from China www.tcgfflp.cn
30 October Tokyo Claudine MUSITELLI Tel: (+33) 1 82 00 95 76 foodsafety@theconsumergoodsforum.com	Japan Food Safety Day
6 – 8 November Paris Sharon JESKE Tel: (+33) 1 82 00 95 65 s.jeske@theconsumergoodsforum.com	IT Conference, Supply Chain Conference, Marketing Forum ▶ For the second time the IT, Supply Chain and Marketing conferences will take place in parallel under one roof. Senior executives come together to discuss top of mind issues, gain insights about best practices and industry projects, exchange knowledge and experiences. www.tcgfooperationalexcellence.com
2013	
6 – 8 March Barcelona Claudine MUSITELLI Tel: (+33) 1 82 00 95 76 foodsafety@theconsumergoodsforum.com	The Global Food Safety Conference ▶ An event for Food Safety experts and stakeholders in the food industry. www.tcgffoodsafety.com
12 - 14 June Tokyo Rhoda LANE-O’KELLY Tel: (+33) 1 82 00 95 67 summit@theconsumergoodsforum.com	The Global Summit ▶ An event for top-level executives in the consumer goods business that provides insights into the key challenges facing our sector and an unparalleled opportunity for networking among CEOs. www.tcgsummit.com

2012 CALENDAR OF MEETINGS

16 - 18 April Shenzhen Claudine MUSITELLI Tel: (+33) 1 82 00 95 76 gscp@theconsumergoodsforum.com	GSCP Members Meeting
18 – 19 April Miami Sharon JESKE Tel: (+33) 1 82 00 95 65 supplychain@theconsumergoodsforum.com	Supply Chain Committee Meeting www.tcgfmarketingforum.com
25 – 26 April Cincinnati Sharon JESKE Tel: (+33) 1 82 00 95 65 marketingforum@theconsumergoodsforum.com	Marketing Committee Meeting www.tcgfmarketingforum.com
19 & 23 June Istanbul Rhoda LANE-O'KELLY summit@theconsumergoodsforum.com	Summit Committee & Istanbul Taskforce Meeting www.tcgfsummit.com
13 & 16 October Rome Rhoda LANE-O'KELLY Tel: (+33) 1 82 00 95 67 flp@theconsumergoodsforum.com	Future Leaders Committee Meeting www.tcgfflp.com



2400 EXECUTIVES
650 COMPANIES
70 COUNTRIES
1 GLOBAL NETWORK