

Glattpark, 10 February 2010 / HR

Reference Letter

Mr Alain Janovjak born on April 10, 1985, Swiss citizen, was employed by our company from January 8, 2008 until February 28, 2010. For his first assignment as Trainee Accounts Payable until July 19, 2009, we refer to the interim reference letter issued on May 12, 2009. From July 20, 2009 until February 28, 2010, Alain took over the position of Assistant Product Change Manager on a temporary contract.

In his role as Assistant Product Change Manager, Alain had the following main responsibilities:

- Direct the product change process in the Coffee Category within the Germany-Austria-Switzerland area:
 - Support the Product Change Manager of the relevant projects within the Coffee category for New Product Developments, Promotions, Pack Changes, and Quality Improvements.
 - Interface extensively with other functions such as Consumer Marketing, Business Development, R&D, Finance, Legal and all functions within Supply Chain (Procurement, D2P, Manufacturing, Customer Service & Logistics) to ensure delivery of projects within the specified time, costs and quality parameters.
 - Set up project workflow and timeline and identify project team. Coordinate and distribute project brief to pass approval gates.
 - Initiate the finished goods Masterdata setup and communicate completed information to all stakeholders. Ensure correct Product Labeling Specifications handling, Design-to-Print-process coordination and Co-Packing handling.
 - Ensure that project scopes and timing take into consideration minimizing waste (raw and pack material write offs) and unwanted complexity.
- Administrative support for PCM EU:
 - Administrator of the teamsite for coffee European projects: Complete restructure of the teamsite, set up new members' access matrix, and act as trouble shooter.
 - Manage the approval process for European coffee projects.

Alain possesses good planning abilities and a sound judgment, first hand qualities that have been reflected in his ability to find appropriate solutions to different circumstances. Displaying a very good level of commitment that was very much appreciated by his managers, Alain has proved to be responsible and serious in his approach to work, fulfilling his deliverables in a very accurate manner. Together with his strong IT technical knowledge and high level of initiative, Alain was able to achieve the objectives that were agreed with him. We have been satisfied at all times with the quality of his performance in his various areas of activity.



Alain was valued by his superiors, colleagues and third parties alike on account of his motivated, helpful and communicative nature. His behavior towards all parties has always been open-minded, exemplary and inspiring, which made him a valuable member of the team at all times.

Alain left our company at the end of his limited contract. We would like to take this opportunity to thank him for his contribution and cooperation and wish him all the best for his future career.

Kraft Foods Europe Services GmbH

A handwritten signature in dark ink, appearing to read "M. A. W.", written over a grey rectangular redaction box.

Product Change Manager

A handwritten signature in purple ink, appearing to read "Annael", written over a grey rectangular redaction box.

Manager Human Resources