

Global Consumer & Retail Conference

November 13-14, 2012 | The Crowne Plaza | New York City

Agenda Tuesday, November 13

| | Breakfast & Registration - Ballroom Foyer | | | |
|------------|--|------------------------------|--|-------------------------------|
| | TRACK I Ballroom 1&II | BREAKOUT I 401/402 | TRACK II Ballroom III&IV | BREAKOUT II 405/406 |
| 8:00 a.m. | Colgate <i>Ian Cook, CEO</i> | | | |
| 8:35 a.m. | McDonalds <i>Don Thompson, CEO</i> | Colgate | | |
| 9:10 a.m. | Altria <i>Marty Barrington, Chairman & CEO</i> | McDonalds | Costco <i>Richard Galanti, CFO</i> | |
| 9:45 a.m. | Anheuser-Busch InBev <i>Carlos Brito, CEO</i> | Altria | Arcos Dorados <i>German Lemonnier, CFO</i> | Costco |
| 10:20 a.m. | VF Corp. <i>Robert Shearer, CFO</i> | Anheuser-Busch InBev | Tupperware <i>Mike Potesman, CFO</i> | Arcos Dorados |
| 11:00 a.m. | Morgan Stanley Equity Strategy - Hosted by Adam Parker, U.S. Equity Strategist, Managing Director, Morgan Stanley David Adelman, Tobacco Analyst, Managing Director, Morgan Stanley Dara Mohsenian, Beverages / HPC Analyst, Executive Director, Morgan Stanley Mark Wiltamuth, Food & Drug Retail Analyst, Executive Director, Morgan Stanley | | | |
| 12:00 p.m. | Lunch & Keynote Presentation - Louis Camilleri, Chairman & CEO, Philip Morris International | | | |
| 1:00 p.m. | Mead Johnson <i>Pete Leemputte, CFO</i> <i>Charles Urbain, Chief Dev. Officer</i> | | Energizer <i>Ward Klein, CEO</i> <i>Dan Sescleifer, CFO</i> | Tupperware |
| 1:35 p.m. | Beam <i>Matt Shattock, President & CEO</i> <i>Bob Probst, CFO</i> | Mead Johnson | Rite Aid <i>John Standley, Chairman & CEO</i> <i>Frank Vitrano, CFO</i> | Energizer |
| 2:10 p.m. | Lorillard <i>Murray Kessler, Chairman & CEO</i> <i>David Taylor, CFO</i> | Beam | Kerry <i>Stan McCarthy, CEO</i> | Rite Aid |
| 2:45 p.m. | Family Dollar Stores <i>Howard Levine, CEO</i> | Lorillard | GNC <i>Joe Fortunato, Chairman & CEO</i> <i>Mike Nuzzo, CFO</i> | Kerry |
| 3:20 p.m. | International Flavors & Fragrances <i>Doug Tough, CEO</i> | Family Dollar | Vitamin Shoppe <i>Tony Truesdale, CEO</i> <i>Brenda Galgano, CFO</i> | GNC |
| 3:55 p.m. | Nestle <i>Roddy Child-Villiers, Director of IR</i> | IFF | Delhaize <i>Pierre Bouchut, CFO</i> | Vitamin Shoppe |
| 4:30 p.m. | | Nestle | | Delhaize |
| 5:00 p.m. | Conference Presentations & One-on-One meetings conclude | | | |

Morgan Stanley

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Agenda Wednesday, November 14

| 7:00 a.m. | Breakfast & Registration - Ballroom Foyer | | | |
|------------|---|------------------------------|--|-------------------------------|
| | TRACK I Ballroom 1&II | BREAKOUT I 401/402 | TRACK II Ballroom III&IV | BREAKOUT II 405/406 |
| 8:00 a.m. | Herbalife <i>John DeSimone, CFO</i> | | | |
| 8:35 a.m. | General Mills <i>Don Mulligan, CFO</i> | <i>Herbalife</i> | Chr. Hansen <i>Klaus Pedersen, CFO</i> <i>Carsten Hellmann, EVP, Global Sales</i> | |
| 9:10 a.m. | Coach, Inc. <i>Jane Nielsen, CFO</i> <i>Mike Tucci, Pres., North American Retail</i> | <i>General Mills</i> | Givaudan <i>Matthias Waehren, CFO</i> | <i>Chr. Hansen</i> |
| 9:45 a.m. | Natura Cosmeticos <i>Roberto Pedote, CFO</i> | | Imperial Tobacco <i>Gerry Gallaher, Investor Relations</i> | <i>Givaudan</i> |
| 10:20 a.m. | Constellation Brands <i>Bob Ryder, CFO</i> | <i>Natura</i> | Symrise <i>Bernd Hirsch, CFO</i> | <i>Imperial Tobacco</i> |
| 10:55 a.m. | Carlsberg <i>Jørn P. Jensen, CFO and Deputy CEO</i> | <i>Constellation Brands</i> | Prestige Brands <i>Matthew Mannelly, CEO</i> <i>Ron Lombardi, CFO</i> | <i>Symrise</i> |
| 11:30 a.m. | Hypermarcas <i>Martim Mattos, CFO</i> | <i>Carlsberg</i> | | <i>Prestige Brands</i> |
| 12:00 p.m. | Lunch Panel Discussion - Shareholder Activism in the Consumer Products Sector | | | |
| 1:00 p.m. | <i>Hypermarcas</i> | | | |
| 1:35 p.m. | Conference Presentations Conclude , One-on-One meetings continue until 5:00 p.m. | | | |