



**Commissioner Carlos Moedas**

**MEETING WITH [REDACTED], [REDACTED] PEPSICO**

**BRU-BERL 09/099**

**Wednesday, 25 May 2016**

**15:00 – 15:30**

<p>Main contact person: [REDACTED], ☎ [REDACTED], RTD.F3, COV2 [REDACTED]</p>	<p>RTD colleague at meeting: John BELL, ☎ [REDACTED], RTD.F0, COV2 [REDACTED]</p> <p>Back up (in case of absence): [REDACTED] [REDACTED], ☎ [REDACTED], RTD.F3, COV2 [REDACTED]</p>
---	---

## **Table of Contents**

0. AGENDA OF MEETING / PROGRAMME OF EVENT	3
<b>KEY MESSAGES</b>	4
1. STEERING BRIEF	6
1.1 Scene setter	6
1.2 Objectives	7
1.3 Line to take	7
2. SPEAKING POINTS	8
3. DEFENSIVE POINTS	13
4. CURRICULUM VITAE	14
5. BACKGROUND INFORMATION	17
5.1 Food2030	17
5.2 Food and nutrition research within Horizon 2020, Societal Challenge 2	18
5.3 European Technology Platform ‘Food for Life’	19
5.4 Pepsico	20

## **0. AGENDA OF MEETING / PROGRAMME OF EVENT**

1. Introduction to Pepsico, by [REDACTED], [REDACTED] Pepsico
2. Introduction to priorities for R&I, and to programming and policy work for food and nutrition security, including the FOOD2030 initiative and conference, by Commissioner Carlos Moedas
3. Discussion

## KEY MESSAGES

- It is clear that the European food & drink sector does not invest enough in research and innovation, compared to its competitors, despite huge challenges and great potential for growth and jobs, and that the sector is late at adapting a more open, collaborative innovation model, based on a food system approach.
- You are convinced that there are business opportunities ahead in, for example, personalised nutrition, alternative protein foods, reformulated foods, new production and supply chains models, and digitalisation.
- You are interested to hear [REDACTED] long term vision for food and nutrition, and on the extent of the changes ahead.
- On October 13<sup>th</sup> 2016 you will launch a new initiative called FOOD2030 at a high level conference to boost research, innovation and investment to future-proof nutrition and food systems.
- You would be delighted if [REDACTED] could deliver a key note speech at the FOOD2030 conference to share her long term vision on open innovation and investment in food & nutrition.
- You think that there may be an opportunity for a public-private collaboration with the European Commission on research and innovation for food and nutrition.
- You are grateful for the scientific work that is being carried out by the ETP 'Food for Life', in which Pepsico plays an important role, and which includes a proposal for a future public private collaboration.
- You stress that proposals for public private collaboration need to be inclusive and transparent, backed by a clear commitment at CEO-level, and based on wide industrial, societal and political support.

<b>KEY FIGURES (*)</b>	<b>FP7</b>	<b>Horizon 2020</b>
Total number of participations	0	0
Total number of signed grant agreements	0	0
ERC – Number of grantees	0	0
Marie Skłodowska-Curie – Number of grantees	0	0
EU total financial contribution to participation	€0	€0

\* According to CORDA, Pepsico is not participating in FP7/ H2020.

# 1. STEERING BRIEF

## 1.1 Scene setter

You have accepted a request to meet [REDACTED], [REDACTED] PepsiCo, in your office on Wednesday, 25 May March 2016 from 15:00 until 15:30. [REDACTED] PepsiCo for over a decade and has gained much respect for the long term vision and transformation she has brought to PepsiCo, based on 'PERFORMANCE with PURPOSE'. In 2014, she was ranked [REDACTED] in the list of Forbes World's 100 most powerful women.

This short meeting is a courtesy meeting. It is also an opportunity to get first rate feedback on the significant and sometimes disruptive changes that are taking place in the food and drink sector, to hear from its architect about the long term transformation that PepsiCo is engaged in, and to invite [REDACTED] to your FOOD2030-conference, and to inform a key player about the ongoing work on a possible public-private collaboration for food and nutrition.

The agenda that is set out below, should allow for approximately 20 minutes of discussion, following short introductions by both you and [REDACTED] (5 minutes per introduction):

1. Introduction to PepsiCo and to PepsiCo R&D, by [REDACTED], [REDACTED] PepsiCo
2. Introduction to priorities for R&I, and to programming and policy work for food and nutrition security, including the FOOD2030 initiative and conference, by Commissioner Carlos Moedas
3. Discussion

[REDACTED] will be accompanied by [REDACTED] ([REDACTED]), [REDACTED] ([REDACTED]) and [REDACTED] ([REDACTED]).

PepsiCo is one of the biggest global food and beverage companies with a net revenue of almost 67 billion USD (2014). The company was formed exactly 50 years ago, with the merger of the Pepsi-Cola Company and Frito-Lay, Inc. PepsiCo has since expanded into a broader range of food and beverage brands (e.g. Tropicana, Quaker Oats, Gatorade). Today food and beverages sales each make up approximately half of total net revenue. PepsiCo has a global reach, but half of its net revenue originates in the US. Europe accounts for 20%.

In 2014, PepsiCo spent 718 million USD on R&D, up 30% versus 2012. This increase in R&D spending is partly driven by the need to reshape the company's product portfolio following the consumers' increased focus on health and wellness and growing societal concern about the food-health relation. It was recently decided that to PepsiCo's R&D in the field of nutrition (the product range "Better for you", including Tropicana juices, Quaker grains, all dairy products and Gatorade) will be led from Europe instead of the former US base, under the supervision of [REDACTED]. [REDACTED] is also an active member of the Leadership Team of the European Technology Platform 'Food for Life'.

In 2015, Mr Robert-Jan Smits delivered a key note speech, entitled 'The innovation model of the Future', to the PepsiCo Global R&D Forum, which is an annual event for PepsiCo's top R&D staff. [REDACTED] also attended that event. The purpose of the keynote was to highlight that food companies are not immune to today's fast and disruptive changes, driven by increasingly demanding consumers and governments, and by big data and digitisation, and should not be complacent about their future. It also promoted a more open innovation model in the food industry. This key note was very well received by PepsiCo.



## 1.2 Objectives

This meeting is a courtesy meeting aimed at maintaining good relations, but also an important opportunity to achieve the following objectives:

- Hear about the transformation that the food and drink sector is going through, and the opportunities that arise from that;
- Hear about Pepsico's 'Performance with Purpose', PepsiCo's promise to do what's right for the business by doing what's right for people and the planet;
- Agree that there is a need to boost investment and innovation in Europe's food value chains, in an open, responsible and inclusive way;
- Inform [REDACTED] of your FOOD2030-initiative, which will be launched on 13 October 2016, and invite her to deliver a key note speech on open innovation and investment;
- Inform [REDACTED] about the proposal for a public-private collaboration on Research & Innovation for food and nutrition, which is now being developed by the ETP 'Food for Life'. Thank her for Pepsico's active participation in this work.

## 1.3 Line to take

- To state that there is evidence that the European food and drink industry does not invest enough in research and innovation, compared to for example US and Japan, despite the enormous health and sustainability challenges the industry is facing, despite the opportunities that exist such as personalised nutrition, and despite its potentially very positive impact on growth and jobs;
- To state that the food industry is slow to adapt a more open, user-centred and collaborative model of innovation, based on a long term vision for food and nutrition;
- To explain that you will launch the FOOD2030-initiative at a high level conference on 13 October 2016, to better structure, connect, and scale-up European Research and Innovation for Food and Nutrition Security; this initiative will act as a framework for collaboration and alignment between all actors including private companies;
- To invite [REDACTED] to deliver a key note speech on the FOOD2030 conference of 13 October 2016 on open innovation and investment in the European food industry;
- To share your belief that a future long-term public-private collaboration on research and innovation for food and nutrition will benefit society and drive innovation, investment, growth and jobs ;
- To show your appreciation for the scientific work carried out by the ETP 'Food for Life', in which Pepsico (in particular [REDACTED]) plays an important role, and which includes a proposal for a future public private collaboration;
- To encourage [REDACTED] to continue Pepsico's efforts to drive forward this proposal for a future public private collaboration, and to call on other food and drink [REDACTED] to support and commit to this proposal for a long-term collaboration;
- To state that the role of the European Commission in any public-private collaboration on research and innovation in food and nutrition should go beyond funding. Clarify that regulatory burdens to innovation are already being discussed with the industry as a whole within DG RTD's the InnovREFIT exercise.
- To refrain from commenting on the state-of-play of the ongoing call for the KIC Food4Future, in which Pepsico is participating.

## 2. SPEAKING POINTS


*[Your introduction comes after [REDACTED] introduction. Each introduction is intended to take +/- 5 minutes*

*[REDACTED] introduction is an opportunity to question her about the long term changes she sees for the food and drink sector and about Pepsico's 'Performance for Purpose' programme.]*

### **Introduction to priorities for R&I, and to programming and policy work for food and nutrition security, including your FOOD2030 initiative and conference**

- As Commissioner for Research and Innovation, I want to make sure that our research funding programmes, notably Horizon 2020, and R&I policies contribute substantially to the Commission's jobs, growth and investment package.
- In addition to strengthening the international excellence of the EU's research and science I want to encourage and enable private companies or other actors to apply research to meet challenges faced by society, to improve competitiveness, to create new markets and to generate more high-quality jobs.
- Funding through Horizon 2020 – EUR 80 billion between 2014-2020 - is a key element but nevertheless part of a broader strategy, called 'Innovation Union', to create a more innovation-friendly environment.
- In practice, this means addressing regulatory burdens, weaknesses in public education and innovation systems, limited availability of finance, fragmented efforts among member countries and regions, patenting, and so on. And revolutionising the way the public and private sectors work together, notably through partnerships on innovation.



- In view of the important challenges to food and nutrition security, I have identified 'food' as one of the four priority sectors of my mandate, along with 'water', 'energy' and 'health'.
- In practice this means that my services are working on an initiative to substantially improve the impact of R&I investments on food and nutrition security. It is called the Food2030 initiative.
- The vision of the FOOD 2030 initiative entails a refocussing and reframing of the research and innovation ambition for EU Food and Nutrition Security (FNS) systems, which link land and sea, and targets sustainable, affordable and healthy food for all.
- By integrating solutions and investment opportunities covering such huge economic areas and disciplines we aim to better coordinate, scale-up, structure and connect FNS R&I through smart investment strategies, and through exploiting the potential of the digital and circular economies.
- I will launch this initiative on a high level conference on 13 October 2016. Myself and Commissioner Hogan will speak at that conference.  from Nestlé will also be there to deliver a key note speech.
- The FOOD2030 initiative seeks to involve all actors involved in research and innovation for food and nutrition. This also means that I am looking at food and drink companies - big and small – to play an important role in this initiative.
- Today's situation is unsatisfactory. According to data from FoodDrinkEurope, private investment in R&D as a percentage of output equalled 0.27% in 2012. The US figure is roughly double as high, while Japan almost reaches three times that amount (source: European federation of food & drink industry).

- Furthermore, the food industry is slow to adapt a more open, user-centred and collaborative model of innovation, based on a long term vision for food and nutrition.
- All this suggest to me that by underinvesting in R&D our food and drink sector - the largest manufacturing sector in Europe – misses out on new business opportunities such as digitalisation or more personalised nutrition, and therefore on growth and jobs.
- I am also convinced that through research and innovation the sector can significantly improve its impact on dealing with societal challenges such as obesity or lack of food system resilience.
- This is why I will launch my FOOD2030-initiative. I want it to target a more open and collaborative approach to food and nutrition R&I, and more alignment, based on a long term view for our future food systems that will benefit citizens and businesses.
- I would be delighted and honoured if you could join our high level conference on 13 October 2016 in Brussels, for the launch of this initiative. In particular I'd like to ask you to share your experience and vision and deliver a key note speech on open innovation and future investment for food and nutrition.

### **Public private collaboration**

- Personally, I believe that there is an opportunity for more public-private collaboration on research and innovation in food and nutrition; collaborations that have a long term view on food and nutrition security and that are focussed on specific issues that require the public and private sectors to work together.

- Several actors, including the European Technology Platform 'Food for Life', are generating proposals on what such a collaboration between public and private should focus on, and what it would look like.
- The proposal of the ETP 'Food for Life' is currently still being drafted and needs to be made more concrete. But it can be a good basis for a future public private collaboration, if it is backed by CEO-level commitment and has wide societal and political support.
- The draft proposal, as it stands today, is targeting, by 2030, (1) to improve diets in terms of energy and nutrient intake, (2) to reducing resources used for food production by 40%, (3) to generate 50% less waste, and (4) to improve the sustainability of our protein supply. Developing a deep understanding of what European consumers value in foods and food-related behaviour, is the common enabler for all targets.
- I am grateful for Pepsico's efforts to bring this proposal forward, in particular for the work being conducted by [REDACTED], [REDACTED] Pepsico, and [REDACTED].
- I hope we can continue to count on your support and am interested to hear from you if you – in due course- would be willing to help in getting commitment for a public private collaboration from other [REDACTED]
- Finally, I want to emphasize that if we want such proposals to be politically viable, these public private collaborations needs to be open and accessible to all food companies, and have broad support from stakeholders, society, Member States, and Parliament.

I will stop my introduction here. I'd be interested to hear your opinion on FOOD2030 and on the need for more collaboration between the public and private sectors.

*[You could move straight into the discussion, following your introduction. You have 20 minutes time for the discussion]*

### **3. DEFENSIVE POINTS**

*Does the European Commission foresee to increase the Horizon 2020 budget for food and nutrition?*

It is true that the budget allocated to research and innovation for food and nutrition has gradually declined between the 6<sup>th</sup> Framework Programme and Horizon 2020. The challenges to future food and nutrition security require more public funding post-Horizon 2020.

However, it will be easier for us to convince the European taxpayer of this need if the European food and drink industry can come forward with strategic vision and an ambitious plan that can generate the necessary breakthroughs for society, and that can count on a wide political and societal support.

#### 4. CURRICULUM VITAE

[REDACTED], [REDACTED] **Pepsico**



[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

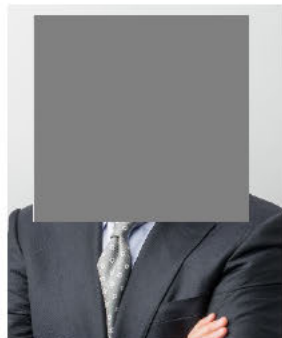
[REDACTED]

[Redacted]



[Redacted]

[Redacted]



[Redacted]

[Redacted]



[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

## 5. BACKGROUND INFORMATION

### 5.1 Food2030

In the closing of the Milan EXPO 2015 last October, addressed by Commissioner Moedas and Commissioners Mimica, Hogan, and Andriukatis, the EU signalled a willingness to build a new Food Research and Innovation agenda by 2020 with our global research partners. He explained the concept to bring greater coherency to the issue and stated that we would meet in one year's time around World Food Day 2016, to present progress.

A dedicated conference is thus being organized for this purpose, which Commissioner Moedas will open together with Commissioner Hogan on 13<sup>th</sup> October in Brussels. The [REDACTED] from Nestlé, [REDACTED], who Commissioner Moedas has recently met, has also agreed to give an opening address. In parallel to the conference we are developing *the FOOD 2030 initiative* which encapsulates a future-oriented vision for food production based on innovation and investment opportunities. The initiative also seeks to provide the political visibility to boost future FNS investments within the context of the next MFF, and deploy financial instruments to increase R&I impact and exploitation.

The vision of the FOOD 2030 initiative entails a refocussing and reframing of the research and innovation ambition for EU Food and Nutrition Security (FNS) systems, which link land and sea, and targets sustainable, affordable and healthy food for all. By integrating solutions and investment opportunities covering such huge economic areas and disciplines we aim to better coordinate, scale-up, structure and connect FNS R&I through smart investment strategies, and through exploiting the potential of the digital and circular economies. The approach delivers on the five **Juncker drivers** of circularity, climate change, industrial competitiveness, EU as a global actor, and harnessing investment. The aim is to obtain greater R&I impact on the following **key priorities**:

1. Reducing hunger & malnutrition, addressing food safety and diet-related illnesses, and helping citizens adopt sustainable diets and healthy lives – e.g. EJP One Health
2. Building a climate and global change-resilient primary production system – e.g. PRIMA, EU/Africa HLPD
3. Implementing sustainability and circular economy principles across the whole food system – e.g. Food Waste and the Circular Economy
4. Boosting market creating innovation and investment, while empowering communities – e.g. FOOD cPPP, FOOD KIC

These priorities will be addressed through:

1. Investment, Regional, Private sector collaboration e.g. Smart Specialization, Public-Private collaboration with the European food industry (Open Innovation)
2. Open access and data sharing; engagement, education & skills – e.g. the microbiome, precision farming (Open Science)
3. ICT, Food systems science & transdisciplinarity e.g. smart personalised nutrition, consumer behaviour, multi-actor approaches (Research Breakthroughs)
4. Global collaborations; MS R&I alignment and support e.g. International Bioeconomy Forum, ASEAN aquaculture (Open to the world)

## 5.2 Food and nutrition research within Horizon 2020, Societal Challenge 2

Although not exclusively, most of the European food and nutrition research and innovation budget can be found under Horizon2020, in particular under Societal Challenge 2 (SC2). The total budget for Societal Challenge 2 (2014-2020) amounts to EUR 3.7 billion. However, only 10% of that is assigned to food and nutrition research, the remainder is assigned to agriculture, biobased industries, and blue growth. **Per year, approximately EUR 53 million is allocated to food and nutrition research and innovation under Horizon 2020, which is 43% less than under the 6<sup>th</sup> Framework Programme, and 27% less than under the 7<sup>th</sup> Framework Programme.**

Activities under Societal Challenge 'Food security, sustainable agriculture and forestry, marine and maritime and inland water research and the bioeconomy' aim at making the best of our biological resources in a sustainable way. The objective is to contribute to securing sufficient supplies of safe, healthy and high quality food and other bio-based products, by developing productive, sustainable and resource-efficient primary production systems, fostering related ecosystem services and the recovery of biological diversity, alongside competitive and low carbon supply chains.

The Work Programme part offers opportunities in finding diverse and innovative solutions to well-identified challenges in key EU policy priorities. Through generic or dedicated topics, a broad multidisciplinary participation is welcomed in these efforts. The overarching principle underlying the activities proposed is that applicants are invited to find solutions which will make positive changes to our society, economy and environment, using resources more efficiently. In this respect, solutions should be found that cut across research and technological fields, with a strong innovation and market driven approach, in view of increasing growth and job creation. The involvement of end users including farmers, fishers, consumers, public authorities (including at local and regional levels) and society at large is key to achieve this. In particular, topics involve a 'multi-actor approach' as foreseen in the Horizon 2020 Regulation.

The 2014 - 2015 Work Programme for Societal Challenge 2 was composed of three calls (closed now): 'Sustainable Food Security', 'Blue Growth', and 'Innovative, Sustainable and Inclusive Bioeconomy'. In 2014, 27 projects were retained under 'Sustainable Food Security' representing EUR 135 million.

The 2016-2017 Work Programme was published in the Autumn of 2015. Over the 2 years it will allocate EUR 406 million in total to project focussed on delivering more resilient and resource-efficient value chains, environment-smart and climate-smart primary production, competitive food industry and healthy and safe food and diets. Among others this work programme will be closer to market, with a third of the budget dedicated to SMEs, demonstrations and financial instruments (compared to 1/7th in the 2014-2015 work programme).

### 5.3 European Technology Platform 'Food for Life'

According to figures by the European food and drink industry federation (FoodDrinkEurope) the sector **private investment in R&D as a percentage of output equalled 0.27% in 2012**. The US figure is roughly double as high, while Japan almost reaches three times that amount. This low spend on research and innovation is regrettable considering the enormous challenges towards European and global food and nutrition security, and considering the importance of this sector for European manufacturing (with 14% of value, the European food and drink sector is the largest manufacturing sector in Europe).

This situation was discussed with the food industry in the first half of 2015. DG RTD/F asked the industry to come forward with **an ambitious vision on the future of the food industry, and to identify areas of R&I where public and private actors need to collaborate, to enable that future vision**.

Following these discussions the European food and drink industry (FoodDrinkEurope) decided to deliver on this challenge through the European Technology Platform 'Food for Life', whose secretariat has thus far been managed by FoodDrinkEurope.

First the ETP 'Food for Life' was restructured among others to guarantee more industry participation, and to enable it to supply the vision requested by DG RTD/F. The former board was replaced by a new Leadership team, composed of 7 academics and 7 senior R&D managers from the food and drink industry, and chaired by [REDACTED], [REDACTED] Nestlé, and the overall structure was made leaner.

In October 2015, the new ETP 'Food for Life' started the development of a new strategic research and innovation agenda (SRIA), and a new implementation action plan (IAP). This work is now ongoing and will be finished in time for the FRA conference of 13 October 2016. In parallel it is looking into areas of R&I that are strategic to the sector (referred to as 'flagships' or 'big tickets') and that require public and private working together to achieve specific and ambitious targets.

On 5 April 2016, Mr John BELL (Director DG RTD.F/ Bioeconomy) met the board of FoodDrinkEurope to emphasize that :

- any public private collaboration initiative such as the ETP's flagship proposal needs commitment at CEO level, and needs to be framed within a strategic vision for the sector
- such collaboration will need broad support from across the sector, from other actors in the food chain, from the Member States and from the European Parliament.

Following that meeting, 2 members of the Leadership Team of the ETP 'Food for Life' were tasked with (1) improving the flagship proposal and (2) getting commitment for it at [REDACTED] level within the food sector. These two members were [REDACTED] (Pepsico) and [REDACTED] (Wageningen University).

The draft proposal, as it stands today, is targeting, by 2030, (1) to improve diets in terms of energy and nutrient intake, (2) to reducing resources used for food production by 40%, (3) to generate 50% less waste, and (4) to improve the sustainability of our protein supply.



Developing a deep understanding of what European consumers value in foods and food-related behaviour, is the **common enabler** for all targets.

DG RTD/F is closely following the work of the renewed ETP 'Food for Life'. We are supportive of the ongoing work, but have a number of concerns:

- Any proposal of the ETP Food for Life has to be framed within a strategic vision on the future of the sector. Today, we do not feel that the industry has such a vision. Therefore it is difficult for the ETP to gain wide support within the industry for its proposals. We are convinced that the **CEOs of food and drinks companies need to be more involved**, to set the strategic context for proposals, and to commit resources to them, possibly within a public private collaboration;
- Due to resource constraints SMEs are underrepresented in the ETP 'Food for Life'. We will have to guard that the ETP takes SMEs sufficiently into account in their proposals;
- Any proposals coming from the ETP Food for Life will ultimately need to get support from across the food supply chain (farmers, retailers, etc.), and from other stakeholders.

## 5.4 Pepsico

Pepsico is one of the biggest global food and beverage companies with a net revenue of almost 67 billion USD (2014). The company was formed exactly 50 years ago, with the merger of the Pepsi-Cola Company and Frito-Lay, Inc. Pepsico has since expanded into a broader range of food and beverage brands (e.g. Tropicana, Quaker Oats, Gatorade). Today food and beverages sales each make up approximately half of total net revenue. Pepsico has a global reach, but half of its net revenue originates in the US. Europe accounts for 20%.

Pepsico classifies its brands and products in 3 categories: Fun For You (Pepsi soda, Lays crisps, Doritos crisps), Better for You (Pepsi Next) and Good For You (Aquafina water, Quaker oats, Tropicana juice).

Financial market analysts praise Pepsico's extensive distribution channels, successful marketing and advertising, and its proactive and progressive attitude. Low pricing (compared to competitors) and a lower profit margin are sometimes indicated as weaknesses, but Pepsico seems to address that with a change in operating model (see further). Pepsico is well placed to capture future demand growth in savoury snacks, bottled water and healthy foods and drinks. Possible threats include changing consumer tastes and attitudes (health), water scarcity, and rising raw material costs.

Pepsico prides itself on the fact that it is adaptable (they have anticipated major shifts in the consumer landscape and business environment) and performance driven (even in times of change they have delivered strong long term financial results). Pepsico lists 4 main trends that are of relevance to its performance:

1. The growth of the middle class
2. The evolution of the retail environment
3. The acceleration of the consumer focus on health and wellness (in 2014, 20% of net revenue came from Pepsico's nutrition businesses; but the Fun for You portfolio finds itself more often as the focal point of government regulations)
4. The war for talent

In order to cope with these trends and improve performance PepsiCo transformed its operating model from a highly decentralized and local one to a judicious blend of global leverage and local execution, enabling them to deliver productivity yet retain agility. PepsiCo's five bln USD productivity plan that started in 2014 is made possible by this new operating model.

In 2014, PepsiCo spent 718 million USD on R&D, up 30% versus 2012. This increase in R&D spending is partly driven by the need to reshape the company's product portfolio following the consumers' increased focus on health and wellness and growing societal concern about the food-health relation. Innovation accounted for an impressive 9% of their net revenue in 2014.

It was recently decided that to PepsiCo's R&D in the field of nutrition (the product range "Better for you", including Tropicana juices, Quaker grains, all dairy products and Gatorade) will be led from Europe instead of the former US base, under the supervision of [REDACTED]  
[REDACTED]